

Council Meeting Agenda & Reports

4 November 2024

Our Vision

*A City which values its heritage, cultural diversity,
sense of place and natural environment.*

*A progressive City which is prosperous, sustainable
and socially cohesive, with a strong community spirit.*

City of Norwood Payneham & St Peters
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City of
Norwood
Payneham
& St Peters

31 October 2024

To all Members of the Council

NOTICE OF MEETING

I wish to advise that pursuant to Sections 83 and 87 of the *Local Government Act 1999*, the next Ordinary Meeting of the Norwood Payneham & St Peters Council, will be held in the Council Chambers, Norwood Town Hall, 175 The Parade, Norwood, on:

Monday 4 November 2024, commencing at 7.00pm.

Please advise Tina Zullo on 8366 4545 or email tzullo@npsp.sa.gov.au, if you are unable to attend this meeting or will be late.

Yours faithfully



Mario Barone
CHIEF EXECUTIVE OFFICER

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City of
Norwood
Payneham
& St Peters

1.	KAURNA ACKNOWLEDGEMENT	1
2.	OPENING PRAYER	1
3.	CONFIRMATION OF THE MINUTES OF THE COUNCIL MEETING HELD ON 8 OCTOBER 2024.....	1
4.	MAYOR'S COMMUNICATION	1
5.	DELEGATES COMMUNICATION	1
6.	QUESTIONS WITHOUT NOTICE	1
7.	QUESTIONS WITH NOTICE	1
	7.1 QUESTIONS WITH NOTICE – 2022-2027 TREE STRATEGY - SUBMITTED BY CR KESTER MOORHOUSE..	2
	7.2 QUESTIONS WITH NOTICE – IMPLEMENTATION OF INFORMATION TECHNOLOGY (IT) STRATEGY - SUBMITTED BY CR SCOTT SIMS	3
	7.3 QUESTIONS WITH NOTICE – WORK-FROM-HOME POLICY - SUBMITTED BY CR SCOTT SIMS.....	4
	7.4 QUESTIONS WITH NOTICE – PROCESSES FOR BUILDERS OF MULTI-STOREY DEVELOPMENTS - SUBMITTED BY GRANT PIGGOTT	6
	7.5 QUESTIONS WITH NOTICE – CURRENT JOB VACANCIES AT THE CITY OF NORWOOD PAYNEHAM & ST PETERS - SUBMITTED BY CR GRANT PIGGOTT	8
8.	DEPUTATIONS	10
9.	PETITIONS	10
10.	WRITTEN NOTICES OF MOTION	10
	10.1 WRITTEN NOTICE OF MOTION – CYCLIST CROSSING AT NELSON STREET AND HENRY STREET, STEPNEY – SUBMITTED BY CR KESTER MOORHOUSE.....	11
	10.2 WRITTEN NOTICE OF MOTION – UPDATES ON KEY ELEMENTS OF COUNCIL ACTIVITIES – SUBMITTED BY CR VICTORIA MCFARLANE.....	13
	10.3 WRITTEN NOTICE OF MOTION – STAFF RECRUITMENT PROCESSES – SUBMITTED BY CR GRANT PIGGOTT	17
11.	STAFF REPORTS	18
	Section 1 – Strategy & Policy	19
	11.1 REVIEW OF E-SCOOTER PERMITS.....	20
	11.2 GREATER ADELAIDE REGIONAL PLAN SUBMISSION	27
	<i>Attachments – Item 11.2.....</i>	<i>36</i>
	11.3 FINAL DRAFT ASSET MANAGEMENT PLANS	37
	<i>Attachments – Item 11.3.....</i>	<i>41</i>
	Section 2 – Corporate & Finance.....	42
	11.4 MONTHLY FINANCIAL REPORT – SEPTEMBER 2024	43
	11.5 PAYMENT OF COUNCIL RATES – PROVISION OF DIRECT DEBIT SERVICES.....	50
	<i>Attachments – Item 11.5.....</i>	<i>54</i>
	Section 3 – Governance & General	55
	11.6 BUILDING FIRE SAFETY COMMITTEE - ANNUAL REVIEW	56
	11.7 EASTERN HEALTH AUTHORITY - LEASE AGREEMENT	62
	<i>Attachments – Item 11.7.....</i>	<i>65</i>
	11.8 NOMINATIONS TO EXTERNAL BODIES – DOG AND CAT MANAGEMENT BOARD AND LOCAL GOVERNMENT TRANSPORT ADVISORY PANEL	66
	<i>Attachments – Item 11.8.....</i>	<i>69</i>
	11.9 DELEGATIONS UNDER THE PLANNING, DEVELOPMENT AND INFRASTRUCTURE ACT 2016.....	70
	<i>Attachments – Item 11.9.....</i>	<i>74</i>
	11.10 SUB-DELEGATION AND AUTHORISATIONS – MINISTER'S GENERAL APPROVAL FOR ROAD TRAFFIC ACT	75
	<i>Attachments – Item 11.10.....</i>	<i>79</i>
	11.11 SCHEDULE OF COUNCIL MEETINGS FOR 2025	80
	<i>Attachments – Item 11.11.....</i>	<i>82</i>
12.	ADOPTION OF COMMITTEE RECOMMENDATIONS.....	83
13.	OTHER BUSINESS	84
14.	CONFIDENTIAL REPORTS	84
	14.1 STAFF RELATED MATTER	85
15.	ADOPTION OF COMMITTEE RECOMMENDATIONS.....	86
16.	CLOSURE	87

VENUE Council Chambers, Norwood Town Hall

HOUR

PRESENT

Council Members

Staff

APOLOGIES

ABSENT

1. **KAURNA ACKNOWLEDGEMENT**
2. **OPENING PRAYER**
3. **CONFIRMATION OF THE MINUTES OF THE COUNCIL MEETING HELD ON 8 OCTOBER 2024**
4. **MAYOR'S COMMUNICATION**
5. **DELEGATES COMMUNICATION**
6. **QUESTIONS WITHOUT NOTICE**
7. **QUESTIONS WITH NOTICE**

7.1 QUESTIONS WITH NOTICE – 2022-2027 TREE STRATEGY - SUBMITTED BY CR KESTER MOORHOUSE

QUESTION WITH NOTICE: 2022-2027 Tree Strategy
SUBMITTED BY: Cr Kester Moorhouse
FILE REFERENCE: qA1040
ATTACHMENTS: Nil

BACKGROUND

Cr Moorhouse has submitted the following Questions with Notice:

Can staff please provide an update on the progress of the Tree Strategy's 2022-2027 Action Plan? What resources have been made available for its implementation?

REASONS IN SUPPORT OF QUESTION

Nil

**RESPONSE TO QUESTION
PREPARED BY GENERAL MANAGER, GOVERNANCE & CIVIC AFFAIRS**

As Elected Members may recall, an Elected Members' Information Briefing Session was originally scheduled for 30 September 2024, to provide an update regarding the implementation of the Tree Strategy.

As the package of information for this Information Briefing Session was not completed, as Elected Members have been advised, this Information Briefing Session has now been re-scheduled to Monday 25 November 2024. An update on the progress of the Tree Strategy will be provided at that Information Briefing Session.

In terms of implementation of the Tree Strategy, staff from across the organisation are responsible for implementation of the various strategies and actions, with overall co-ordination of reporting through the former Manager, Strategy.

**7.2 QUESTIONS WITH NOTICE – IMPLEMENTATION OF INFORMATION TECHNOLOGY (IT)
STRATEGY - SUBMITTED BY CR SCOTT SIMS**

QUESTION WITH NOTICE: Implementation of Information Technology (IT) Strategy
SUBMITTED BY: Cr Scott Sims
FILE REFERENCE: qA1040
ATTACHMENTS: Nil

BACKGROUND

Cr Scott Sims has submitted the following Question with Notice:

Could Council staff please provide an update on the preparation of the Council's Information Services (IT) Strategy, including progress made and the anticipated completion timeline, as part of the 2024-2025 budget?

REASONS IN SUPPORT OF QUESTION

Nil

**RESPONSE TO QUESTION
PREPARED BY GENERAL MANAGER, GOVERNANCE & CIVIC AFFAIRS**

A Project Brief has been prepared and the Request for Tender documents are currently being finalised and is scheduled to be released by Wednesday, 6 November 2024.

The IT Strategy will be completed by 31 March 2025.

7.3 QUESTIONS WITH NOTICE – WORK-FROM-HOME POLICY - SUBMITTED BY CR SCOTT SIMS

QUESTION WITH NOTICE: Work-from-Home Policy
SUBMITTED BY: Cr Scott Sims
FILE REFERENCE: qA1040
ATTACHMENTS: Nil

BACKGROUND

Cr Scott Sims has submitted the following Question with Notice:

Could the Chief Executive Officer please advise if the City of Norwood Payneham and St Peters has a Work-from-Home Policy for staff, and if not, could he explain why?

REASONS IN SUPPORT OF QUESTION

Nil

**RESPONSE TO QUESTION
PREPARED BY GENERAL MANAGER, GOVERNANCE & CIVIC AFFAIRS**

Section 99(1)(b) of the *Local Government Act 1999* sets out that the Chief Executive Officer is responsible for the day-to-day operations and affairs of the Council and in doing so, Section 103 of the Act stipulates that the Chief Executive Officer is “*responsible for appointing, managing, suspending and dismissing the other employees of the council (on behalf of the council)*”.

Further to this, Section 107 of the Act sets out the following in respect to the principles of human resource management (ie staff matters):

(2) *In particular, the chief executive officer must ensure—*

- (c) *that employees are treated fairly and consistently, and are not subject to arbitrary or capricious decisions; and*
- (f) *that employees are provided with safe and healthy working conditions.*

This means that Human Resource matters (ie staff related matters), including the preparation of employment related policies are operational and sit with a Council’s Chief Executive Officer – these matters do not fall within the jurisdiction of the Council.

Notwithstanding the above the response to the question is provided below.

As Elected Members are aware, the Council employees over 200 staff across a range of roles, including, Arts & Culture, Administration, Child Care, Civil Services, Engineering, Events, Horticulture Services, Libraries, Planning and Building, Swimming Centres, Regulatory Services, Traffic Management, Work, Health & Safety, etc. – many of these are ‘front-facing’ service roles.

All staff employed at the City of Norwood Payneham & St Peters are employed under the Local Government Employees Enterprise Agreement (Australian Workers Union) (ie Depot and Swimming Centres casual staff) and the Municipal Officers Enterprise Agreement (Administration, Library and Child Care Staff). These Enterprise Agreements cover items such as span of hours, leave and other employment related matters.

The Agreements ensure that all staff who are employed under these Agreements, are afforded equity in terms of the various provisions within the Agreement and conditions of employment.

This requirement reflects the basis of employment as set out in the Act for which the Chief Executive Officer is legally obliged to ensure and is responsible for.

In respect to hours of work, on the basis of staff covered by the Municipal Officers Enterprise Agreement working 38 hours per week, staff are automatically entitled to one (1) Rostered-Day-Off each month (ie a 19 day month) and staff covered by the Local Government Employees Enterprise Agreement (Australian Workers Union) are automatically entitled to a nine (9) day fortnight.

The Agreements also cater for hours of work in terms of the span of hours. For example, for staff covered by the Municipal Officers Enterprise Agreement the span of hours is from 7.00am until 7.00pm.

As Elected Members may be aware, the “work from home” phenomenon commenced during the COVID-19 pandemic when the Nation was in lock down.

These arrangements have, in some sectors of the economy, continued – noting that not all organisations have work from home arrangements.

Taking into account the “nature of the business” – the Council is the provider of services to its community – and the requirements of the Act and the Terms and Conditions contained in the respective Enterprise Agreements, the Council does not have a Working from Home Policy.

In respect to this Council, as with many Councils, its services range from Libraries, Field staff, Child Care Centre, Swimming Centres and Administration/Corporate. Put simply, working from home for Library staff, Field staff and Child Care Centre staff, just is not practical and indeed possible.

As such we have adopted an “equalitarian approach” to this issue, on the basis that not every staff member would have access to such an arrangement – that is, all staff are treated equally as we are one organisation.

Notwithstanding this, we have adopted a case-by-case approach that takes into account a staff member’s personal circumstances.

To this end, we provide flexibility in terms of managing staff members’ personal circumstances associated with health, parental duties, “quiet time” to write a report, and so on – noting that all staff, provided that they work 38 hours, have access to a Rostered-Day-Off and the span of hours from 7.00am to 7.00pm provide start and finish flexibility. A number of these personal arrangements are currently in place.

Whilst some organisations have work from home arrangements, it is becoming clear that in diverse organisations, the tensions between those who can and those who cannot work from home, will continue to come to the surface and it is understood this is occurring in some organisations.

As such, we believe that offering flexibility is at this stage, the best approach.

7.4 QUESTIONS WITH NOTICE – PROCESSES FOR BUILDERS OF MULTI-STOREY DEVELOPMENTS - SUBMITTED BY GRANT PIGGOTT

QUESTION WITH NOTICE: Processes for Builders of Multi-storey Developments
SUBMITTED BY: Cr Grant Piggott
FILE REFERENCE: qA1040
ATTACHMENTS: Nil

BACKGROUND

Cr Piggott has submitted the following Questions with Notice:

What processes are in place to ensure that builders of multi-storey developments in our City achieve the following:

- Compliance with legislation regarding time worked, noise, etc.
- Adherence to conditions required by Council for exemptions allowed
- Consideration for residential and business neighbours in respect to good and regular communication and mindfulness of the impact caused to adjacent properties?

REASONS IN SUPPORT OF QUESTIONS

Nil

RESPONSE TO QUESTIONS PREPARED BY MANAGER, DEVELOPMENT & REGULATORY SERVICES

There are a number of separate pieces of legislation which have some impact on the methods and manner in which the construction of multi-storey developments occur. Such legislation includes (but is not limited to) the following:

- *Planning, Development & Infrastructure Act 2016*;
- *Local Nuisance and Litter Control Act 2016*;
- *Local Government Act 1999*; and
- *Environment Protection Act 1993*.

It is also important to note, that a majority of multi-storey developments are granted Planning Consent by the State Commission Assessment Panel (SCAP). As part of the assessment process undertaken by SCAP, the Council can (and often does) suggest conditions which should be applied to any consent, however the discretion to impose such conditions rests with the SCAP.

The legislation referred above, works to prescribe a number of requirements that Applicants must adhere to, including:

- a general duty to not cause environmental harm;
- a requirement to construct any development in accordance with the approved plans;
- a requirement to adhere to any conditions of Development Approval;
- a requirement to limit the noise from construction activities on any Sunday or Public Holiday, or after 7.00pm and before 7.00am any other day so as to not cause a local nuisance;
- a requirement to avoid generating other forms of local nuisance;
- obtaining any relevant hoarding / public realm occupation permits;
- adherence to any approved traffic management plan; and
- notifying the Council and the public of certain works and road closures.

The Council employs two (2) staff who are, amongst other tasks, responsible for ensuring compliance with the above – the Public Realm Compliance Officer and Compliance Officer, Planning Services. Compliance is monitored and enforced in accordance with the Council's *Enforcement Policy* and includes the following:

- regular communication including:
 - initial site meetings;
 - regular inspections;
 - written correspondence and approvals;
 - written exemptions to the Local Nuisance and Litter Control Act; and
 - written permits and conditions.
- the assessment of permits and applications and the imposition of conditions.
- the issuing of Enforcement Notices, Abatement Notices and penalties as may be required.

The Council cannot compel an Applicant to have good working relationships with neighbours, however the Council actively encourages Applicants to do so by drawing their attention to other land uses in the area that may be impacted upon by their activities and encouraging regular communication and liaison.

7.5 QUESTIONS WITH NOTICE – CURRENT JOB VACANCIES AT THE CITY OF NORWOOD PAYNEHAM & ST PETERS - SUBMITTED BY CR GRANT PIGGOTT

QUESTION WITH NOTICE: Current Job Vacancies at the City of Norwood Payneham & St Peters
SUBMITTED BY: Cr Grant Piggott
FILE REFERENCE: qA1040
ATTACHMENTS: Nil

BACKGROUND

Cr Piggott has submitted the following Question with Notice:

Can the Chief Executive Officer please provide a list of all current job vacancies at the City of Norwood Payneham & St Peters and the status of their fulfilment?

REASONS IN SUPPORT OF QUESTION

Nil

**RESPONSE TO QUESTION
 PREPARED BY CHIEF EXECUTIVE OFFICER**

STATUS OF VACANT POSITIONS – 1 NOVEMBER 2024	
Manager, City Services	VACANT: Recruitment to commence shortly.
Team Member, Civil Maintenance	VACANT: Recruitment in progress.
Team Member, Civil Maintenance	VACANT: Recruitment in progress.
Team Member, Civil Maintenance	VACANT: Recruitment in progress.
Leading Worker, Parks & Gardens	VACANT: Recruitment to commence shortly.
Volunteer Visitor Scheme Coordinator	VACANT: Recruitment in progress.
Coordinator, Volunteer Services	VACANT: Recruitment in progress.
*Coordinator, Children’s & Youth Services	VACANT: Recruitment in progress.
*Library Customer Services Officer	VACANT: Currently filled with a Temp Labour Hire.
*Lifelong Learning Programs Officer	VACANT: Recruitment in progress. Appointment to be made shortly.
Manager, Strategy	VACANT: Recruitment to commence shortly. Currently completing outstanding projects.
Economic Development Officer	VACANT: Recruitment in progress.
Corporate Planner	VACANT: Recruitment scheduled to commence in November.
Citizen Services Officer (0.6 FTE)	VACANT: Currently filled with Temp Labour Hire whilst resourcing is reviewed.
**Team Leader, Educator	VACANT: Filled via secondment.
**Team Leader, Educator	VACANT: Filled via an Acting Arrangement. Recruitment in progress.
**Educator	VACANT: Internal recruitment in progress.
**Cook	VACANT: Recruitment in progress.
Manager, Strategic Communications & Advocacy	VACANT: Recruitment in progress (interviews being scheduled).
Executive Assistant, Urban Planning & Environment	VACANT: Previous Executive Assistant accepted a new position in the Infrastructure & Major Projects Department. Recruitment on hold pending return of General Manager, Urban Planning & Environment.
Organisational Development Specialist	VACANT: Recruitment to commence shortly.
Manager, Traffic & Integrated Transport Planning Assistant	VACANT: Recruitment to commence shortly.
	VACANT: Suitable candidate not sourced. Currently filled with Temp Labour Hire.

Parking Inspector	VACANT: Currently filled with Temp Labour Hire. Recruitment in progress.
Parking Inspector	VACANT: Currently filled with Temp Labour Hire. Recruitment in progress.
Parking Inspector	VACANT: Currently filled with Temp Labour Hire. Recruitment in progress.
Team Member, Civil Maintenance	Preferred candidate has been selected & employment offer issued.
Leading Worker, Civil Maintenance	Preferred candidate has been selected & employment offer issued.
Team Member, Parks & Gardens	Preferred candidate has been selected & employment offer issued.
Team Leader, Collections & Digital Services	Preferred candidate selected. Letter of Offer to be issued.
Library Tech Operations Support Officer	Preferred candidate selected. Letter of Offer issued.
Acquisition Customer & Information Services Officer	Preferred candidate selected. Letter of Offer issued.
Senior Corporate Services Officer	Preferred candidate selected. Position to be filled on a fixed-term contract to manage restructuring of the Corporate Records System.
Manager, City Assets	This position has been combined with City Projects (i.e. Manager, City Projects & Assets). Salary allocated to this position has been re-allocated to a new position that will focus on Building Assets.
Project Manager	Salary from this position has been re-allocated to a new position that will focus on Building Assets (as above).
Senior Mechanic	This position is not being replaced. Salary for this position has been re-allocated to a new position in the City Services Field Staff.
Strategic Planner	Salary for this position has been redirected to undertake the preparation of the Building Assets Strategy that has been identified as a priority. Project to be outsourced.

* All vacant positions in the Library Services Unit are being filled through secondments of part-time, casual staff and temp labour hire pending the outcome of the Library Services Review. All vacant positions will be filled on this basis to 30 June 2025, to enable the implementation of the new staffing arrangements. Recruitment for permanent staff will occur once new staff structure is endorsed.

** Positions at the St Peters Child Care Centre & Preschool are flexible and dictated by staff to children ratios and needs.

8. **DEPUTATIONS**
Nil

9. **PETITIONS**
Nil

10. **WRITTEN NOTICES OF MOTION**

10.1 WRITTEN NOTICE OF MOTION – CYCLIST CROSSING AT NELSON STREET AND HENRY STREET, STEPNEY – SUBMITTED BY CR KESTER MOORHOUSE

NOTICE OF MOTION: Cyclist Crossing at Nelson Street and Henry Street, Stepney
SUBMITTED BY: Cr Kester Moorhouse
FILE REFERENCE: qA1039
ATTACHMENTS: A

Pursuant to Regulation 12(1) of the *Local Government (Procedures at Meetings) Regulations 2013*, the following Notice of Motion has been submitted by Cr Kester Moorhouse.

NOTICE OF MOTION

That Council thanks the Department of Infrastructure and Transport (DIT) for undertaking investigations and design options for the Nelson Street and Henry Street intersection and requests that the Department investigate a broader range of active transport safety designs for this intersection, noting that some design options may result in some movement restrictions for motor vehicles.

REASONS IN SUPPORT OF MOTION

By way of background, at the 1 February 2021 Council meeting, the Council passed the following resolution:

1. *That the cyclist refuge at the intersection of Nelson Street and Henry Street be installed as contained in Attachment E.*
2. *The Council notes that an application will be made to the State Bike Fund for funding to cover 100% of the construction costs of the cyclist refuge at the intersection of Nelson Street and Henry Street.*
3. *That the Chief Executive Officer be authorised to make any minor amendments to the detailed design as necessary to finalise the documentation in a form suitable for construction.*
4. *The Council notes that should the State Bike Fund agree to fund 100% of the construction costs of the cyclist refuge at the intersection of Nelson Street and Henry Street, this project will proceed to tender and construction in the 2020-21 year.*
5. *That if funding is not received from the State Bike Fund, the Council notes that a Budget submission will be prepared for its consideration, as part of the Draft 2021-2022 Budget.*

However, at the 3 May 2021 meeting the Council voted to rescind that resolution and, in its place, passed the following resolution instead:

That a report be prepared for the Council's consideration on:

- (a) *the installation of a fully signalised or pedestrian activated crossing at the intersection of Magill Road and Frederick Street, Maylands, to allow safe passage for cyclists to Edward Street and then onto Beulah Road; and*
- (b) *the option of signalling the intersection of Henry Street and Nelson Street together with other options for providing safe access for cyclists to cross Nelson Street.*

The requested report was presented to Council at the 3 June 2024 Council meeting and it found that neither option (a) nor (b) were viable.

At the 4 March 2024 Council meeting the Council also passed a motion supportive of additional safe crossing points for pedestrians and cyclists on Nelson Street:

That the Council write a letter to The Hon Tom Koutsantonis MP, Minister for Infrastructure and Transport, and The Hon Joe Szakacs MP, Minister for Police, Emergency Services and Correctional Services (with responsibility for road safety) requesting:

1. *the public release of the Intersection Efficiency and Road Corridor Planning Studies for Portrush Road and Payneham Road that commenced in 2020 and for Council to be consulted on implementation of any recommendations to improve road safety and pedestrian crossings stemming from these reports; and*
2. *the reduction of the speed limit along Stephen Terrace and Nelson Street from 60km/h to 50km/h, as well as the introduction of additional safe crossing points for pedestrians and cyclists.*

The motion currently before Council seeks Council support for DIT to investigate all design options for the intersection, including design options which restrict motor vehicles from turning right at the intersection. This will help the Council meet its stated ambition to introduce additional pedestrian and cyclist safe crossing points across Nelson Street and be in keeping with the Citywide Cycling Plan.

The St Morris Bikeway is recognised as a significant metropolitan route which extends from Adelaide through Kent Town, Stepney, Maylands, Trinity Gardens, St Morris and then onwards through suburbs of Campbelltown City Council. As both Magil Road and North Terrace/ Payneham Road are widely perceived as unwelcoming and unsafe for cyclists, the St Morris Bikeway offers a safer route for cyclists to take. Nelson Street, however, is a daunting and unsafe barrier for cyclists travelling along the St Morris Bikeway. During peak hours there are often quite a few cyclists and pedestrians waiting for a safe opportunity to cross its four lanes of traffic, plus its turning lane. Improving safety at this intersection will attract additional cyclists to use the route who may otherwise feel too intimidated to cycle and be of benefit to commuters travelling the entire length of the St Morris Bikeway.

A bike refuge will also deter rat-running, as noted by BE Engineering Solutions in their January 2021 Traffic Impact Assessment Report on the intersection of Nelson Street and Henry Street; "The ban on right-turn movements at the intersection will deter any non-local through traffic and this traffic is likely to remain on the collector and arterial road network and reduce traffic volumes on Henry Street." The report also notes that there were five crashes at the intersection during the 2015-2019 period and all crashes were right-angle turns (refer to **Attachment A**).

Should the Council support this motion it would not bind the Council to give subsequent approval to any designs drafted by DIT. Nor would passing this motion have any financial implications for Council as 100% funding from the State Bike Fund could once again be sought.

STAFF COMMENT
PREPARED BY GENERAL MANAGER, GOVERNANCE & CIVIC AFFAIRS

At its meeting held on 3 June 2024, the Council considered a report regarding the investigations that were undertaken in relation to a proposal to install cyclist refuge at the intersection of Nelson and Henry Street, Stepney.

Following consideration of the matter the Council **noted** that the design options were not feasible as the options resulted in restrictions to vehicle turning movements. In addition, some of the options required the acquisition of land to facilitate the installation of a cyclist refuge.

The Notice of Motion which has been submitted by Cr Moorhouse, seeks to request the Department of Infrastructure and Transport (DIT), to investigate alternative options, including designs that may result in some movement restrictions for motor vehicles.

Attachment A

**Written Notice of Motion
Cyclist Crossing at Nelson Street and Henry Street, Stepney
Submitted by Cr Kester Moorhouse**



Nelson Street, Stepney

INTERSECTION WITH HENRY STREET

Proposed Cyclist Central Median Refuge



Traffic Impact Assessment Report

*We are committed to working
with our clients in achieving
Towards ZERO Together in
South Australia*

January 2021

Prepared for:
City of Norwood Payneham & St Peters

Prepared by:
BE Engineering Solutions Pty Ltd

Document History and Status

Rev	Description	Author	Reviewed	Approved	Date
A	Draft Report	PA	-	-	04/01/2021
B	Client comments incorporated – document issued to client	PA		PA	15/01/2021

We acknowledge and pay our respects to the traditional custodians whose ancestral lands we gather on in Australia.

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Table of Contents

1	INTRODUCTION.....	3
1.1	Site Location.....	3
2	BACKGROUND	4
3	ROAD CHARACTERISTICS	6
3.1	Nelson Street.....	6
3.2	Henry Street	6
4	CRASH HISTORY	6
5	CITY-WIDE CYCLING PLAN.....	7
6	PROPOSED CYCLIST CENTRAL MEDIAN REFUGE	8
7	DESIGN INVESTIGATION	9
8	ANTICIPATED TRAFFIC IMPACTS.....	12
8.1	Henry Street (west).....	13
8.2	Henry Street (east).....	13
9	COMMUNITY AND STAKEHOLDER CONSULTATION.....	14
10	CONCLUSION.....	14
11	Attachment 1 Detailed Concept Design	15

Table of Figures

Figure 1	Site Location	3
Figure 2	Future City-Wide Cycling Network.....	5
Figure 3	City-Wide Cycling Plan.....	7
Figure 4	Example of Cyclist Central Median Refuge Islands	8
Figure 5	Vehicle Turning Movement Counts	10
Figure 6	Cyclist Turning Movement Counts	10
Figure 7	Concept Sketch.....	11
Figure 8	Traffic Volume Data	12

1 INTRODUCTION

BE Engineering Solutions has been engaged by City of Norwood Payneham & St Peters to prepare a concept design and traffic impact assessment for a proposed cyclist refuge at the intersection of Nelson Street and Henry Street, Stepney.

This report provides details of the background for the proposed cyclist refuge, the proposal to implement the treatment and the anticipated traffic impacts to the surrounding local road network.

1.1 Site Location

The Nelson Street / Henry Street intersection is located approximately 4.5km north east of Adelaide CBD and is easily accessible by all transport modes. The subject site is shown in Figure 1 below.



Figure 1 Site Location

2 BACKGROUND

City of City of Norwood, Payneham & St Peters (NP&SP) City-Wide Cycling Plan 2013 (the Plan), provides a strategic framework to encourage cycling activities across the Council area. The Plan also identifies a wide range of infrastructure improvements and travel behaviour change initiatives.

A key objective of the Plan is to increase overall cycling rates within the Council boundary, leading to health, environmental, economic and social benefits for the residents and visitors of Norwood, Payneham & St Peters. The Plan aims to develop liveable neighbourhoods with a connected network of cycling streets; and develop a culture of cycling that will foster long-term behavioural change. The Plan also aligns with the 1999 Regional Area Bike Plan and State Government BikeDirect Metropolitan Cycling Network.

The Plan was endorsed by Council as evidence of its commitment to deliver on the recommendations detailed in the Plan. Since 2013, Council has progressed delivery of the Plan by committing funds in its annual budgets and this is evidenced by completing the highly successful upgrade of Beulah Road to create the Beulah Road Bike Boulevard.

Implementation of the Plan demonstrates Council's strong support to State and Federal Government initiatives and targets that aim to reduce car dependence and increase the number of people cycling as the preferred transport mode. To achieve the strategic outcome, infrastructure improvements supported by community engagement and education are required on arterial and local road networks and, Council is well positioned to deliver the Plan with grant funding by all tiers of Government.

The subject site for this report is the intersection of Nelson Street and Henry Street, Stepney, which is a well utilised east-west bikeway route for cyclists of all ages. The Plan identified that Henry Street should be developed as a Bike Boulevard and to achieve this, the intersection with Nelson Street requires installation of safer crossing facility for cyclists.

The Plan further emphasizes the importance of providing safe crossing points at intersections where a local road intersects with an arterial road. Refer to Figure 2. Future City-Wide Cycling Network map.

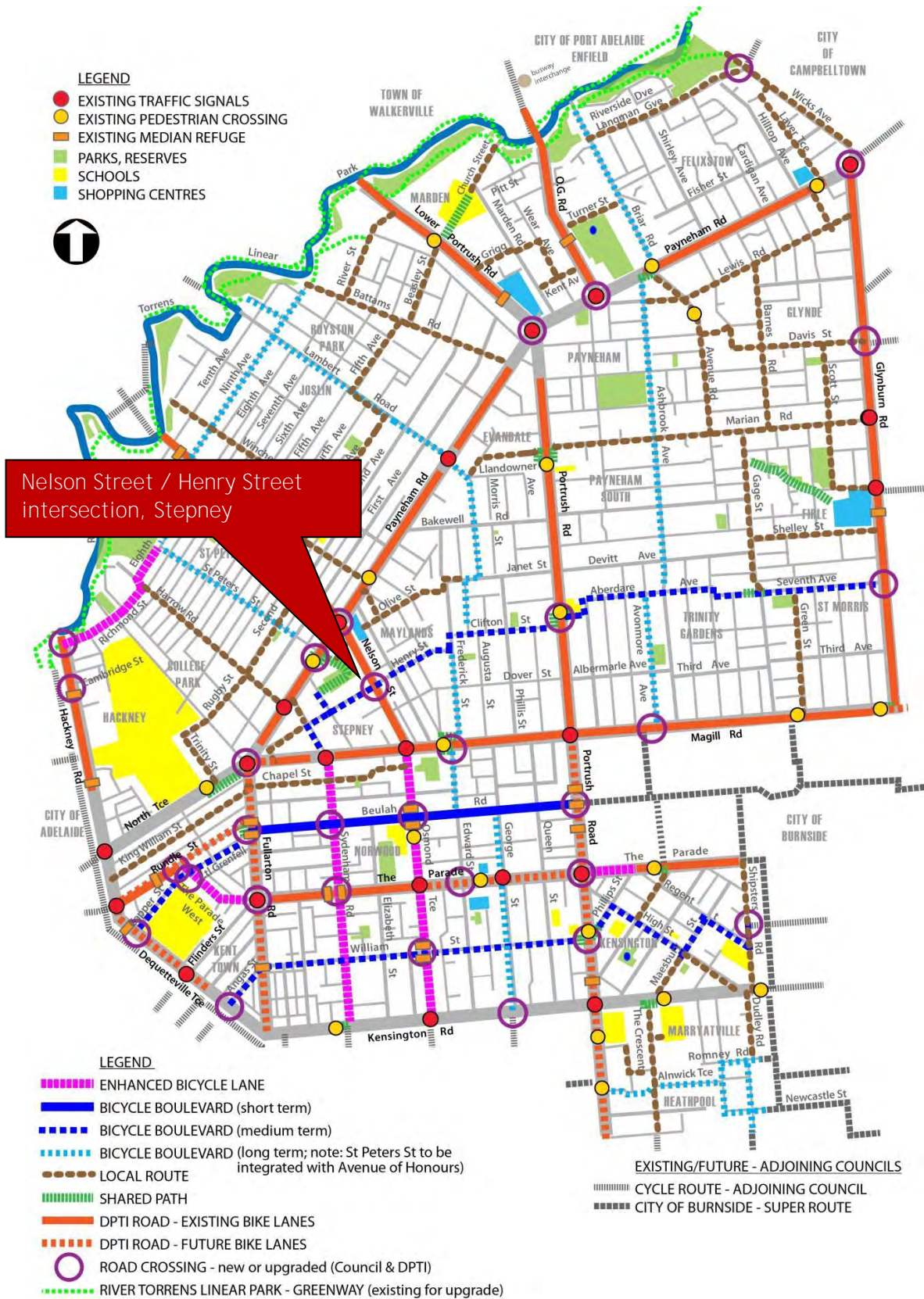


Figure 2 Future City-Wide Cycling Network

Extract from City of Norwood Payneham & St Peters City-Wide Cycling Plan

3 ROAD CHARACTERISTICS

3.1 Nelson Street

- Under the care, control and management of Department for Infrastructure and Transport (DIT)
- Traverses north-south between the intersections of Payneham Road and Magill Road
- Intersects with Henry Street at approximately 350.0m (mid-block)
- Four traffic lanes, two lanes in each direction with right turn lanes and median treatments i.e. pedestrian refuges to enable safer crossing
- Approximately 19.5m wide (kerb to kerb)
- Approximately 715.0m in length
- 1.2m wide bicycle lanes along both sides of the roadway, operating Mon-Fri 7am-7pm
- 60km/h speed limit
- 2016 traffic volumes recorded 20,000 annual average daily traffic (AADT), 2% commercial vehicles (CV)
- Bike lane in both directions, operating 7am – 7pm Mon – Fri (on-street parking permitted at other times)
- Nearest median refuge crossing is located 50.0m south of the intersection with Henry Street
- Public transport bus service is available via Payneham Road (Route 174) and Portrush Road (Route H33).

3.2 Henry Street

- Under the care, control and management of City of Norwood, Payneham & St Peters
- Traverses east-west between Frederick Street to the east and Magill Road to the west
- Varying local road width between 4.8m – 7.5m
- Two traffic lanes, on-street parking, portions of parking controls
- Shared Lane Markings (Sharrows) implemented along Henry Street
- Within a 40km/h local area speed limit zone
- 2017 traffic volumes recorded 1,900 vehicles per day (vpd) west of Nelson Street and 1,700 vehicles per day (vpd) east of Nelson Street
- Policy Area east of Nelson Street is Residential and carries 2.5% commercial vehicle (CV) traffic
- Policy Area west of Nelson Street is Light Industrial and carries 5.3% commercial vehicle (CV) traffic
- Watts profile road humps installed at regular intervals between Nelson Street and Frederick Street i.e. east of Nelson Street
- Classified as secondary road cycling route (Location SA)

4 CRASH HISTORY

- The Government of South Australia Location SA Map Viewer data set reports five crashes at the intersection for the five year period 2015-2019.
- All crashes were right angle
- One crash involved a cyclist
- All resulted in property damage only (PDO) i.e. generally a vehicle, motorcycle or bicycle, not necessarily damage to a property building.

5 CITY-WIDE CYCLING PLAN

In 2013, Council developed the City-Wide Cycling Plan (the Plan) and the central aim of the Plan is to increase overall cycling rates within the Council boundary, leading to health, environmental, economic and social benefits for the residents of Norwood, Payneham & St Peters. The Plan aims to develop liveable neighbourhoods with a connected network of cycling streets; and develop a culture of cycling that will foster long-term behavioural change. The Plan builds and improves on the existing cycling network identified in the 1999 Regional Area Bike Plan and the State Government's Bikedirect metropolitan cycling network. The Plan is shown in Figure 3. Key objectives of the Plan include:

- Improve cyclist safety
- Increase local cycling trips (to shops, schools, etc)
- Improve permeability and connectivity within the local area, and with the adjoining municipalities and the Adelaide CBD
- Facilitate healthy communities through increased physical activity
- Provide solutions for environmental sustainability
- Increase supporting infrastructure, such as bicycle parking
- Encourage lasting travel mode shift through travel behaviour change initiatives.

As Council continues to work through delivering the Plan that will achieve all of the key aims, it is proposed to improve cyclist safety and improve connectivity at the intersection of Nelson Street and Henry Street with the installation of a cyclist median refuge. Nelson Street has been identified as a barrier for cyclists travelling east-west on Henry Street and installing a cyclist median refuge will remove the barrier, provide a protected space for cyclists to wait in the central median whilst crossing, improve connectivity, encourage more people to cycle and provide a safer road environment for cyclists.

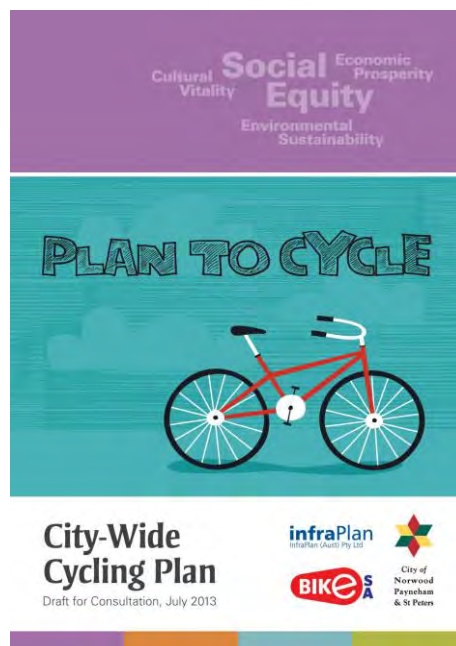


Figure 3 City-Wide Cycling Plan

6 PROPOSED CYCLIST CENTRAL MEDIAN REFUGE

Henry Street forms part of an east-west cycling route, between Magill Road and Glynburn Road, and provides a direct alternative to cycling on Payneham Road or Magill Road, which both carry very high traffic volumes. The route links to north-south cycling routes and provides local community access to facilities and services including Council library, Reserve, health centre and child care centres.

Henry Street also forms part of the State Government's Bikedirect metropolitan cycling network and, cyclists traversing Henry Street are experiencing significant difficulty in trying to cross five traffic lanes (4 through lanes and 1 turn lane) at the intersection with Nelson Street.

The nearest median refuge is located 50.0 metres south of Henry Street and crossing at the median refuge results in a 100.0 metre detour for cyclists seeking to continue their journey along Henry Street. The existing location of the median refuge does not support the principle of providing a direct route, which encourages more people to cycle.

Figure 4. is an example of a cyclist central median refuge initially installed at the intersection of Beulah Road and Portrush Road, which has since been upgraded with the installation of traffic signals.



Figure 4 Example of Cyclist Central Median Refuge Island

7 DESIGN INVESTIGATION

Information provided by the Council included vehicle turn path simulation for a 12.5m vehicle at the intersection and identified there is insufficient road space to retain all vehicle turning movements and accommodate a cyclist refuge on Nelson Street.

As the Plan's key aim is to improve cyclist safety throughout the City, installing a cyclist refuge on Nelson Street at the intersection with Henry Street will require banning right turn movements from Henry Street (east and west) into Nelson Street.

Further investigation has been conducted and turning counts for vehicles and cyclists at the intersection was undertaken on 12 February 2020. The turning count results are shown in Figures 5 and 6 below. The site observations confirmed that most vehicles on Henry Street turn left at Nelson Street and the breakdown is as follows.

Henry Street (west)	Henry Street (east)
85% turn left	78% turn left
6% through	6% through
9% turn right	16% turn right

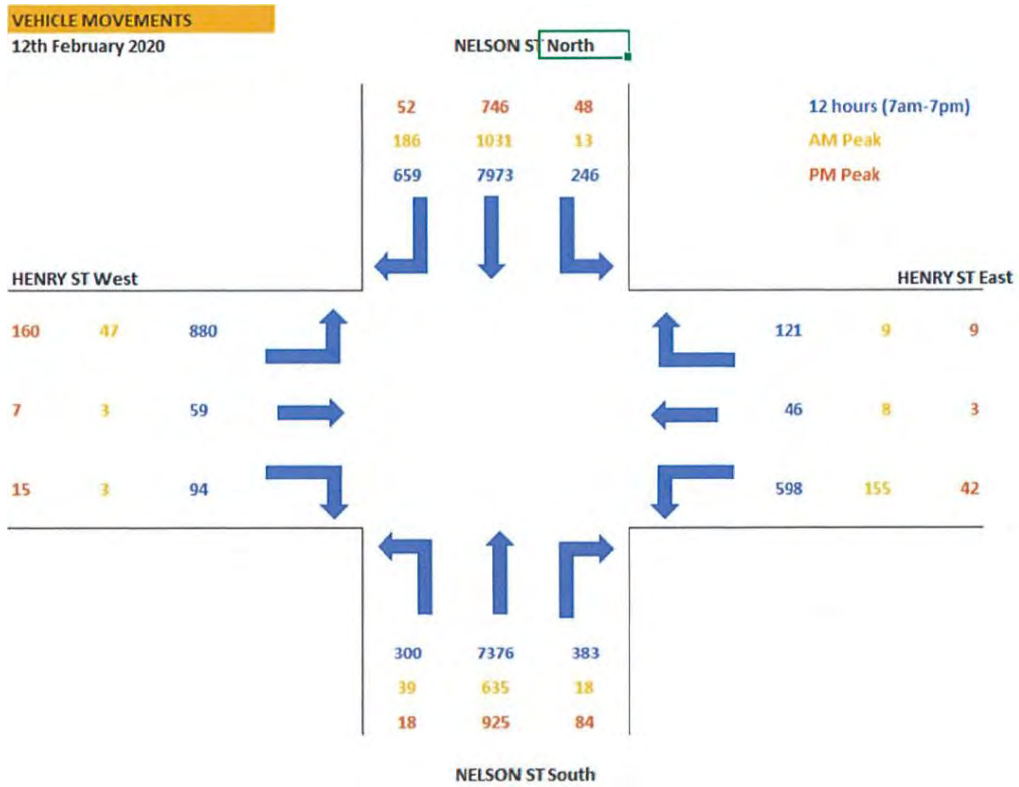


Figure 5 Vehicle Turning Movement Counts

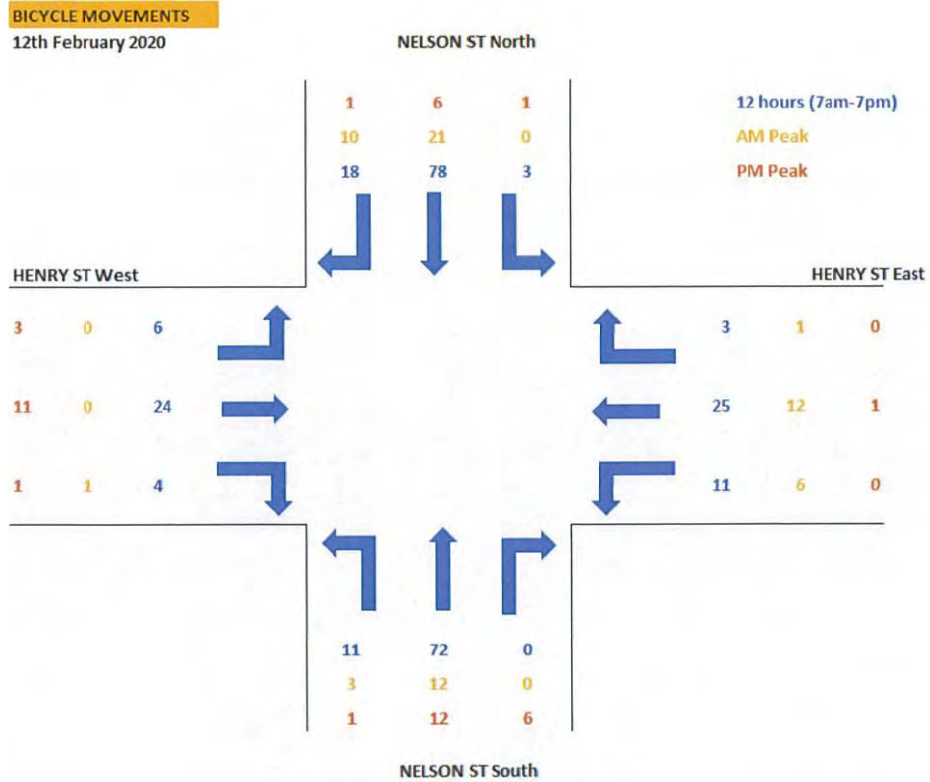


Figure 6 Cyclist Turning Movement Counts

To minimise impact to left turn traffic movements out of Henry Street and retain existing traffic movements on Nelson Street, a concept design with the provision of a cyclist refuge was developed, which indicates that, to achieve installation of a safe and effective central median cyclist refuge island, it will be necessary to ban east-west through movements on Henry Street and right turn movements from Henry Street onto Nelson Street. This outcome is identical to the initial installation of a cyclist refuge at the intersection of Beulah Road and Portrush Road.

A summary of changes to traffic conditions is as follows.

- Right turn ban from Henry Street (east and west) onto Nelson Street
- No through movement between Henry Street east and west across Nelson Street
- Retain right turn into Henry Street east and west from Nelson Street
- Retain left turn out at Henry Street east and west.

The proposed cyclist refuge aligns with the key aims of the Plan to improve cyclist safety by installing appropriate cyclist crossing infrastructure. The concept sketch was prepared and provided by the Council in Figure 7.



Figure 7 Concept Sketch

Subsequently, a detailed concept design has been developed as Attachment 1 to the report.

8 ANTICIPATED TRAFFIC IMPACTS

A review of the traffic turning movement counts, traffic volume data provided by Council (Figure 8.) and a review of the local road network has been undertaken to determine the anticipated impact after installation of the cyclist refuge.

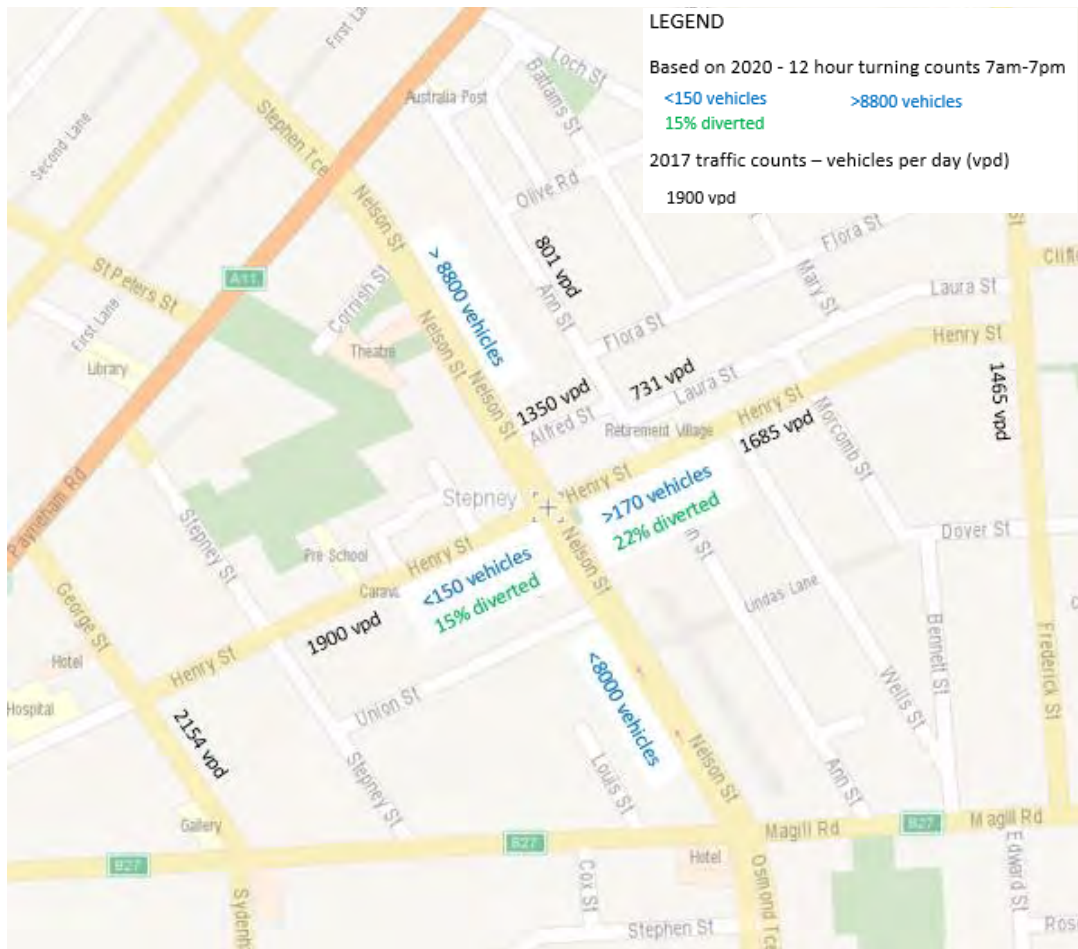


Figure 8 Traffic Volume Data

The following changes to traffic conditions and movements are anticipated:

- The recorded peak traffic volumes at the intersection for through and right turn movements are low, indicating that these movements are not favourable with higher traffic volumes along Nelson Street during peak periods
- Throughout the day the counts indicate that less than 20 vehicles per hour are likely to be displaced to alternative routes and this traffic is assumed to be local traffic from within the area
- The ban on right turn movements at the intersection will deter any non-local through traffic and this traffic is likely to remain on the collector and arterial road network and reduce traffic volumes on Henry Street
- It is anticipated that U-turn movements at Alfred Street (north of Nelson Street) and at Union Street (south of Nelson Street) may increase for motorists who want to access Henry Street
- Site observations confirmed that U-turns are currently conducted at Henry Street, Alfred Street and Union Street
- The cyclist refuge will improve road safety by removing the high risk of conducting a U-turn at the Henry Street 4-way intersection.

8.1 Henry Street (west)

- The local road network is not conducive to encourage east-west movements other than local traffic to the residential areas
- Road widths on the local road network within proximity of the intersection are narrow (6.0m - 7.0m) and parking on both sides of a road encourage a low-speed environment, which generally deters through traffic
- The right turn ban onto Nelson Street will reduce traffic volumes, particularly between Nelson Street and Stepney Street. Through traffic is likely to remain along north-south roads to arterial roads and minimal increase in traffic volumes is expected at Union Street
- Eliminate the incidence of right-angle crashes and conflict at the intersection.

8.2 Henry Street (east)

- This section of Henry Street has Watts profile road humps at regular intervals which reduce speed and deter non-local traffic. This treatment is also evident on Laura Street, parallel to Henry Street to the north. Traffic that is turning right or continuing through at Nelson Street is likely to be mainly local to the area. These drivers will find the safest alternative available to the north
- The most direct route for northbound traffic is to divert to Ann Street and Alfred Street. Recorded traffic volumes indicate that this increase will be low (10 vph) throughout the day. Traffic volumes on Alfred Street suggest that this street is currently accessed by local traffic to access Nelson Street
- The adjoining local road network to Henry Street (east) has low recorded traffic volumes and below typical local residential street capacity
- Ann Street to the north is not conducive to through traffic, due to on-street parking on both sides of the road and resulting narrower road environment, which is likely representative of the low traffic volume along this street and the concentration around The Avenues Shopping Centre
- The commercial trade premises on the northeast corner has entry only from Henry Street at the rear and as a result movement will not be impacted by the proposal
- Eliminate the incidence of right-angle crashes and conflict at the intersection.

9 COMMUNITY AND STAKEHOLDER CONSULTATION

In 2020, Council undertook community and stakeholder consultation and sought feedback and comments to the installation of the proposed cyclist refuge. A total of 324 letters were distributed via 'Have Your Say' engagement process and 129 submissions were received, a 40% response rate. The consultation results were as follows.

- 67 did not support the proposal (52%)
 - Respondents raised concerns with the potential for increased traffic volumes in the local road network.
- 51 supported the proposal (40%)
 - Respondents had a clear understanding of the need for improved and safer crossing for cyclists.
- 11 were undecided (8%)
 - Respondents understood the need for safer crossing but were equally concerned at the potential impact to the local road network.

As Nelson Street is under the care, control and management of the Department for Infrastructure and Transport, the stakeholder engagement process also included a meeting with the Department, as approval to implement the cyclist refuge treatment will be required from the Department.

Based on the State Government's objective to increase the number of people cycling, Council's commitment to improve infrastructure for cyclists as detailed in the endorsed City-Wide Cycling Plan and presentation of all data and concept sketch. The Department identified that the cycling route directly aligns with the Metropolitan Local Government Group Cycling Strategy and provided support for the installation of the refuge.

10 CONCLUSION

The intersection of Nelson Street and Henry Street, Stepney is a well utilised east-west bikeway route for cyclists of all ages. The Council is considering the development of Henry Street Bike Boulevard and to achieve this, the intersection with Nelson Street requires installation of a safer crossing for cyclists.

BE Engineering Solutions has been engaged by City of Norwood Payneham & St Peters to prepare a concept design and traffic impact assessment for the proposed cyclist refuge at the intersection of Nelson Street and Henry Street, Stepney.

This report provides details of the background for the proposed cyclist refuge, the proposal to implement the treatment and the anticipated traffic impacts to the surrounding local road network.

Implementation of the cyclist refuge will improve road safety with negligible traffic impacts to the local road network and will affirm Council's commitment to the local and broader community to provide improved infrastructure that supports an increase in cycling throughout the City of Norwood, Payneham & St Peters.

11 Attachment 1 Detailed Concept Design



10.2 WRITTEN NOTICE OF MOTION – UPDATES ON KEY ELEMENTS OF COUNCIL ACTIVITIES – SUBMITTED BY CR VICTORIA MCFARLANE

NOTICE OF MOTION: Updates on Key Elements of Council Activities
SUBMITTED BY: Cr Victoria McFarlane
FILE REFERENCE: qA1039
ATTACHMENTS: Nil

Pursuant to Regulation 12(1) of the *Local Government (Procedures at Meetings) Regulations 2013*, the following Notice of Motion has been submitted by Cr Victoria McFarlane.

NOTICE OF MOTION

1. The Council notes the need for formalised updates regarding key elements of Council activities.
2. That the Council requests a monthly report from the Chief Executive Officer at each formal Council meeting that would include, but not be limited to, the following updates:
 - update on major projects (in planning, design, and construction) and asset renewal program;
 - register of Motions outstanding, including status and timeframes for implementation;
 - register of notifiable incidents, including near misses and injury days taken;
 - risk register;
 - organisational chart and list of open vacancies; and
 - any substantive operational, financial, project, or reputational risks and opportunities as they arise.

REASONS IN SUPPORT OF MOTION

The Council will recall the Motion made in May 2023 for a regular monthly report outlining key elements of Council activities. While the Motion in May 2023 was unsuccessful, undertakings were made in response to that request to provide regular reports from July 2023.

It is understood that staff vacancies delayed the provision of this report; however, a Corporate Reporting System has been developed since then and will soon be made available to Elected Members.

It is acknowledged that the administration currently provides updates on a raft of reports and information through various means, including formal Council meetings, committees, training, emails, informal conversations, and the Communique. However, it is noted that promptly accessing relevant information through these various avenues can sometimes be challenging for the recipient.

Simplifying reporting to a single monthly “Chief Executive Officer’s Report,” as outlined above, will improve the ability of Elected Members to be informed and stay up-to-date on the Council’s key activities and operations.

STAFF COMMENT
PREPARED BY GENERAL MANAGER, GOVERNANCE & CIVIC AFFAIRS

As Elected Members will recall, at its meeting held on 3 April 2023, the Council considered a Notice of Motion requesting that the Chief Executive Officer provide a monthly report to the Council regarding the following items:

- *Update on executive activity in respect to Work Health & Safety and any key statistics considered relevant (e.g. Near Misses, Days lost).*
- *Summary update (1-2 paragraphs) on progress of Capital Projects:*
 - *New assets budgeted to exceed \$250,000;*
 - *Renewal assets as a group; and*
 - *Other projects considered worthy of reporting by the CEO.*
- *List of vacant staff positions, date of the position becoming vacant and status of action for recruitment.*

The motion was Lost.

At that time, the Council was advised that:

At its meeting held on 7 March 2022, the Council endorsed the implementation of a quarterly project and corporate reporting system. This system was recommended to replace the ad-hoc method in which information is currently provided.

At the time, the Council was advised that the project would require considerable planning to ensure the implementation of the corporate reporting system is managed effectively and provides relevant and up-to-date information.

The Council was also advised that the implementation and ongoing reporting requirements would have a significant impact in terms of resources, both from a financial perspective and staff requirements and will require consideration by the Council as part of the Budget process.

The Notice of Motion seeks to implement a monthly reporting requirement, in addition to the quarterly reporting system which the Council has agreed to.

The finalisation of the Corporate Reporting System has unfortunately slipped and staff have been requested to finalise the system and make it operational by the end of December 2024.

In respect to the Motion which has been submitted by Cr McFarlane the following information is provided.

Update on Major projects (in planning, design, and construction) and asset renewal program

In terms of projects, regular updates have been provided at Information & Briefing Sessions, Council reports included as part of the Agenda for Council Meetings and via the Elected Members Weekly Communique.

The level of detail associated with the Project Update Status reports is intended to be included in the new Corporate Reporting system and provided on a quarterly basis.

Register of Motions outstanding, including status and timeframes for implementation

This information is included within the Communique.

Notwithstanding this, this information will be included in the new Corporate Reporting system.

Register of Notifiable Incidents, including near misses and injury days taken

As previously advised to the Council, in terms of Work, Health & Safety reporting, the Council should be (and is), made aware of significant issues which have the potential to create a liability issue for the Council. Likewise, work, health and safety matters of a strategic nature should and are reported to the Council.

In terms of reporting matters such as Near Misses and Days Lost, the Executive Leadership Team (ELT) focuses on strategic WHS issues, tracking WHS data/performance and monitoring the WHS Plan. These are operational and sit with the Chief Executive Officer and Executive Leadership team to review and consider.

This Council's approach is considered to be 'best practice' as it ensures that Senior Management are exercising due diligence and provide a forum for WHS monitoring and decision making and when necessary, matters are reported to the Council.

Risk Register

Section 126 (4)(h) of the *Local Government Act 1999* (the Act) provides that one of the functions of a Council's Audit & Risk Committee includes:

'reviewing and evaluating the effectiveness of policies, systems and procedures established and maintained for the identification, assessment, monitoring, management and review of strategic, financial and operational risks on a regular basis'.

In addition, Section 126(8)(a) of the Act provides that the Audit & Risk Committee must *'provide a report to the council after each meeting summarising the work of the committee during the period preceding the meeting and the outcomes of the meeting'*.

This means that the Council's Audit & Risk Committee is responsible for the management of risks on behalf of the Council and providing the Council with assurance on these matters. Agendas and Minutes of the Council's Audit & Risk Committee are provided to all Elected Members.

In this regard, as the Committee is now also required to present a report to the Council (the *Audit & Risk Committee General Report to the Council*), summarising the work of the Committee and the outcomes of the meeting, risk management matters will be presented to the Council as part of a separate report.

The Council's Governance Unit will prepare the *Audit and Risk Committee General Report* to the Council following each meeting of the Audit & Risk Committee. The Committee's Work Plan and the discussions, resolutions and proceedings of the Committee Meeting will inform the preparation of the report.

Organisational Chart and list of open vacancies

The Organisational Chart is available via the Council's website.

Notwithstanding this, the Organisational Chart is currently being updated to provide additional information regarding the functions under each department which will be provided via an Elected Member "intranet" as part of the Corporate Reporting system.

There will always be a number of vacant positions at any given time for various reasons (ie resignations, retirement, leave entitlements, finding the best candidate).

These are operational matters and are monitored by the Chief Executive Officer and General Managers.

Any substantive operational, financial, project, or reputational risks and opportunities as they arise.

Refer to the comments regarding the Risk Register.

Summary

As Elected Members are aware, a number of reporting mechanisms are currently in place, (ie Council reports, Information and Briefing Sessions, the Elected Member Weekly Communique and more broadly, the Annual Report), and the new Corporate Reporting system.

The request to implement a monthly reporting system must be considered by the Council in the context of the objective for providing such reporting together with consideration of the impact on the organisation in terms of the resourcing requirements for such reporting and in terms of its value.

Whilst there is always value in reporting information that is relevant to the role of the Council, the Council must then adequately resource this function to ensure that any information reported is of value and meets the objective.

The new Corporate Reporting system is nearing completion and as set out above, staff have been requested to complete and have the system operational by the end of December 2024.

The new system will be presented to Elected Members following the completion of the testing phase.

**10.3 WRITTEN NOTICE OF MOTION – STAFF RECRUITMENT PROCESSES – SUBMITTED BY
CR GRANT PIGGOTT**

NOTICE OF MOTION: Staff Recruitment Processes
SUBMITTED BY: Cr Grant Piggott
FILE REFERENCE: qA1039
ATTACHMENTS: Nil

Pursuant to Regulation 12(1) of the *Local Government (Procedures at Meetings) Regulations 2013*, the following Notice of Motion has been submitted by Cr Grant Piggott.

NOTICE OF MOTION

That the Chief Executive Officer prepare a Report for the December 2024 Council meeting, outlining the following:

1. Actions that have been taken or are planned to be taken to address recruitment and retention of staff.
2. Actions that have been taken or are planned to recruit appropriate personnel to fill job vacancies, and
3. Additional resources, if any, required by the Chief Executive Officer from Council to support the addressing of these issues.

REASONS IN SUPPORT OF MOTION

Like many organisations, the City of Norwood Payneham & St Peters is continuing to experience the loss of staff from throughout the tiers of the organisation. This places undue pressure on the organisation through the need for staff to shoulder greater responsibilities and the need to engage contract staff to a significant degree.

The 2023-2024 Audited Financial Statements report an underspend of \$1.089 million in Employee costs – approximately 6% of the annual budget. This equates to approximately 10 vacancies at the City of Norwood Payneham & St Peters throughout the year.

Financial report to the end of August 2024 (the first two months of this financial year) report an underspend of \$349,000 (on pace to be over \$2.0 million for the year if continued) – 11 % of planned spend not being used.

It is challenging to recruit staff in the current labour market, but we need to ensure that City of Norwood Payneham & St Peters achieves this ahead of other organisations. We need a plan and resources to do so. Council is keen to support the Chief Executive Officer to achieve this outcome and this Motion provides the Chief Executive Officer with the forum to share his plans and identify the resources needed to achieve the Plan.

**STAFF COMMENT
PREPARED BY CHIEF EXECUTIVE OFFICER**

A report, as requested in the Notice of Motion, can be provided to the December 2024 Council meeting.

11. STAFF REPORTS

Section 1 – Strategy & Policy

Reports

11.1 REVIEW OF E-SCOOTER PERMITS

REPORT AUTHOR: Sustainability Officer
GENERAL MANAGER: Chief Executive Officer
CONTACT NUMBER: 8366 4532
FILE REFERENCE: qA72872
ATTACHMENTS: Nil

PURPOSE OF REPORT

The purpose of this report is to consider the future operation of e-scooters in the City of Norwood Payneham & St Peters.

BACKGROUND

At its meeting held on 5 June 2023, the Council resolved the following:

1. *That continued operation of the e-scooter permits for a further eighteen (18) months until 31 December 2024 be endorsed, noting that the State Government is currently undertaking a review of legislation relating to e-scooters and other personal mobility devices.*
2. *That the Chief Executive Officer be authorised to write to the Minister for Infrastructure and Transport, advising of the outcomes of this report and seeking further authorisation through exemption of e-scooters under the Road Traffic Act 1961 until 31 December 2024.*

The Council has been operating the current e-scooter trial since 14 May 2021 and the current permits that have been issued to the two (2) commercial operators (Beam and Neuron) will expire on 31 December 2024.

The Cities of Adelaide, Norwood Payneham & St Peters and Charles Sturt are the remaining participants in the shared e-scooter trials in South Australia. The City of Unley ended its participation in the trial in February 2024, with other coastal councils, discontinuing their trials previously. The City of Adelaide trial permit ends on 30 April 2025. The City of Charles Sturt Coastal Park Trail trial permit ends on 31 October 2024.

Personal Mobility Devices (PMDs) are currently only permitted to be used on public infrastructure (public roads and paths), if approval has been granted by the Minister for Infrastructure & Transport. Only fleet-operated e-scooters are approved for use in a partnership between Councils and commercial e-scooter fleet operators.

For an e-scooter trial to legally operate within a Local Government Area in South Australia, two approvals are required:

1. **Ministerial approval.** E-scooters are currently not legally permitted to operate on public roads in South Australia and Ministerial approval is required to operate an e-scooter trial. The Gazettal Notice under Section 161A of the *Road Traffic Act 1961*, only permits e-scooters to operate under trial conditions, within a defined area (as agreed with the Council as part of its Use Case submission) and must comply with e-scooter trial laws and road rules: <https://mylicence.sa.gov.au/roadrules/e-scooter-trial>.
2. **Council approval.** The only e-scooters allowed to be used in the approved trial area as defined by the Minister's gazettal notice, are those operating subject to an e-scooter permit which has been issued by a Council.

New Personal Mobility Device legislation

Between 11 April and 21 May 2023, the Department for Infrastructure & Transport (DIT) released a Discussion Paper on Personal Mobility Device Use in South Australia. DIT sought community feedback on the future use of PMDs (e-scooters, e-skateboards, single-wheel self-balancing devices, segways). As Elected Members will recall the Council lodged a submission on the Discussion Paper.

Following consultation, the State Government introduced the *Statutes Amendment (Personal Mobility Devices) Bill 2024*. The Bill amends the *Motor Vehicles Act 1959* and the *Road Traffic Act 1961*, to provide a framework for allowing privately-owned PMDs to be used on roads and paths. It is anticipated that the legislation will be enacted in early 2025.

The State Government's justification for introducing legalisation to legalise the use of privately owned PMDs, is to provide greater mobility choice, promote transport equity and convenience and help to reduce congestion and emissions. The classification of PMDs means that these will be treated in the same way as a bicycle. The proposed changes to the regulations will:

- Permit privately owned e-scooters on public footpaths and pedestrian infrastructure, with a speed limit of 15km/h.
- Permit privately owned e-scooters on public roads when there is a default speed limit for vehicles of 50km/h on that road – with e-scooters permitted to travel at 25km/h.
- Require a helmet to be worn at all times.
- Prohibit privately owned e-scooters being used under the influence of alcohol or drugs.
- Require riders of an e-scooter to be aged 16 and older.

Once the PMD legislation is enacted, shared hire operators (such as Beam and Neuron) will no longer require approval to be granted by the Minister for Infrastructure & Transport. Operators will still require Council approval permits for storage or parking of devices on footpaths, which is considered as a use of council-controlled land for business purposes.

Beam underreporting of e-scooter deployment

In September 2024, there were media reports regarding accusations raised by some New Zealand and Australian Councils, that Beam were deliberately under reporting e-scooter deployments. Subsequently, several councils, including the Cities of Auckland, Brisbane, Canberra and Townsville, have cancelled permits for Beam to operate, citing evidence of deliberate under reporting of e-scooter deployment in their respective Local Government Areas. Under reporting is of significance as most of the commercial arrangements Councils have with e-scooter operators, are based on the number of deployed scooters and have caps on the maximum number allowed at any one time. In some instances, it has been reported in the media, that the accusations have been referred to the Australian Securities and Investment Commission (ASIC) and police in the relevant jurisdictions.

Like other Councils, this Council and the City of Adelaide, subscribes to shared e-scooter monitoring data via the shared reporting platform Ride Report. Following the revelations relating to Beam, Ride Report have undertaken an analysis of data to identify whether there are any anomalies to suggest data manipulation by Beam in the City of Norwood Payneham & St Peters and the City of Adelaide. This analysis assessed 'unknown' events, or absences of devices and spot checks of average numbers of e-scooters deployed. This found there were no discrepancies observed in the City of Norwood Payneham & St Peters and the City of Adelaide.

While no deliberate data manipulation was apparent in the City of Norwood Payneham & St Peters and the City of Adelaide, the accusations towards Beam still present a potential reputational, performance and operational risk to the Council. Therefore, if shared e-scooter operations are being considered to remain in Norwood Payneham & St Peters, approval for Beam's continued operation will need to be considered in light of these accusations and the cancellation by other Councils.

RELEVANT STRATEGIC DIRECTIONS & POLICIES

The relevant Outcomes and Objectives contained in the Council's Strategic Plan, CityPlan 2030, are set out below:

Outcome 1 Social Equity

An inclusive, connected, accessible and friendly community

Objective:

1.2: A people-friendly, integrated and sustainable transport network.

Outcome 3 Economic Prosperity

A dynamic and thriving centre for business and services

Objective:

3.1: A diverse range of businesses and services.

Outcome 4: Environmental Sustainability

A leader in environmental sustainability

Objective:

4.4. Mitigating and adapting to the impacts of a changing climate.

FINANCIAL AND BUDGET IMPLICATIONS

The Permits issued to operators incorporate a fee that generates a combined income to the Council of \$6,300 per annum, which is applied towards administrative costs such as the Ride Share mobility management platform.

EXTERNAL ECONOMIC IMPLICATIONS

The transport and parking convenience offered by shared mobility devices, combined with the City's close proximity to the Adelaide CBD, means that the City of Norwood Payneham & St Peters is attractive for shared mobility device operators and users.

Shared mobility devices have the potential to attract more visitors to the City. This is supported by results from previous e-scooter user surveys that have been conducted by operators in the City of Norwood Payneham & St Peters. The surveys by one operator of 92 respondents found 28% of users were from the City of Norwood Payneham & St Peters; 66% of users were from another Local Government Area in South Australia and 3% from another location (e.g. interstate).

Increased local accessibility through micro-mobility devices can also increase the level of patronage and expenditure for local businesses and events in the Council area. Another user survey showed that over 60% of users made a purchase shortly before or after their trip, demonstrating patronage of local businesses via users of these modes of transport.

E-scooter use also increases significantly during major events, such as Gather Round and the Adelaide Fringe.

SOCIAL ISSUES

Shared mobility device schemes offer a convenient and affordable mode of transport to people who may not have the capacity or desire to travel by private car, ride share or taxi. This in turn can contribute to a healthier, more connected and more active community.

The flexibility offered by shared mobility devices can contribute to a reduction in reliance on car use and ownership, as part of a growing diversity of available options for accessible and convenient transport alternatives.

CULTURAL ISSUES

Not Applicable.

ENVIRONMENTAL ISSUES

Shared mobility devices, such as e-scooters are known to replace car journeys and therefore reduce carbon emissions and air pollution and congestion. Additionally, shared mobility device schemes provide a link for passengers to public transport, by offering a low-cost faster option of travelling to and from public transport stops (first and last mile transport).

User data shows that in the City of Norwood Payneham & St Peters, most shared mobility device trips are quite short; 57% of trips are under 10 minutes and 89% of trips are under 20 minutes in duration. 88% of trips are less than 3 kilometres.

Both current operators charge e-scooters using renewable electricity and have additional operation wide environmental sustainability and carbon mitigation commitments.

RESOURCE ISSUES

While resources dedicated to the ongoing management of the scheme has reduced over time, it is anticipated that continuation of a shared e-scooter scheme will require an increase of staff resources for the purposes of conducting a new Expression of Interest/tender and reviewing aspects of the schemes design and conditions, such as parking/docking locations.

RISK MANAGEMENT

The Council has responded to areas of possible risk by adjusting the operational requirements through Permit conditions and requests to the operators. For example, some narrow streets or locations with no footpaths or narrow laneways and car parking areas have been designated 'No Parking Zones' to prevent users leaving devices in dangerous locations (either blocking traffic, car parks or pedestrian access). Response times for notification of dangerously located devices has generally been adhered to by operators through the Permit terms.

It is anticipated that further, more strategic consideration of these impacts will be required in determining the long-term future of shared e-scooter services.

CONSULTATION

- **Elected Members**
Not Applicable.
- **Community**
Not Applicable.
- **Staff**
Manager, Urban Planning & Sustainability.
- **Other Agencies**
Beam.
Neuron.
City of Adelaide.
Ride Report.

DISCUSSION

The e-scooter trial was initiated as shared mobility schemes offer a low-emission mobility option, contributing to reductions in congestion and car-parking issues in the City and a more equitable, diverse, convenient and accessible transportation network.

As development intensifies in the City of Norwood Payneham & St Peters and surrounding areas, pressures on transport congestion and parking will continue to increase. Shared mobility and PMDs should be considered in light of these trends, while balancing against any safety and public amenity concerns.

An evaluation of the key usage trends, safety issues and community feedback are outlined below.

E-scooter use and deployment

The number of trips (measured both by trip start and trip end) in the City of Norwood Payneham & St Peters has continuously declined each year since the start of the trial period. Table 1 outlines the numbers of trips per year and median daily trips for the last three financial years for both providers combined.

TABLE 1: TOTAL ANNUAL AND MEDIAN DAILY TRIPS (MEASURED BY TRIP START AND TRIP END)

Year	Annual Trip start total	Daily Trip starts median	Annual Trip end total	Daily Trip ends median
2021-22	42,570	102	51,465	118
2022-23	32,055	76	40,407	93
2023-24	24,581	56	29,036	66

Usage increases significantly during events such as the Adelaide Fringe, the Adelaide 500 and the AFL Gather Round. Daily usage patterns indicate that weekends and nighttime use is the most common. Some commuter use is indicated by slight peaks in morning and evening peak traffic periods.

The average trip per e-scooter per day is approximately 0.3 trips. Below 0.3 trips per day per e-scooter average is a trigger within the permit for each operator for a review of e-scooter deployment numbers.

In response to changes in customer demand, e-scooter providers have changed the boundaries of their operations, within the permitted operating areas. Recently, Beam significantly reduced its operating boundaries, with e-scooters now restricted to Kent Town, Hackney, College Park and a small portion of western Norwood. Future commitment to e-scooter deployment could be a consideration in any future procurement process for e-scooter operators.

E-scooter complaints and feedback

In the previous report that was considered by the Council on 5 June 2023, staff outlined an ongoing reduction in the number of complaints to Council regarding the shared e-scooter scheme. The past 12 months has been consistent with this trend with four (4) complaints being received. Three complaints related to obstructions caused by incorrect/inappropriate parking and one related to customer service received from an operator relating to vehicle damage from a parked scooter.

It is likely that the decline in complaints and feedback over time is also a consequence of the growing familiarity with the presence of e-scooters and not entirely aligned with changes in behaviours of users or complainants have simply ceased complaining.

Interstate experience

In other jurisdictions, the experience with PMDs has continued to evolve in a similar manner to Adelaide. Victoria and Brisbane have legalised the private use of PMDs. In Victoria there was initially a trial shared e-scooter scheme, as in South Australia, operating in the City of Melbourne, City of Yarra and City of Port Phillip. In April 2023, the Victorian Government extended its approval for e-scooter schemes to apply across Victoria, meaning that any council could approve shared e-scooter operators within their area.

The City of Melbourne has recently ended shared e-scooter operations on 24 September 2024, citing misuse of e-scooters and associated safety risks for this decision. In response neighbouring councils, Darebin, Merri-bek and Moonee Valley councils have announced a commitment to work together to continue to provide shared e-scooter services. Shared e-scooter programs are also operating in other parts of the country, including NSW and the Northern Territory.

Safety

As indicated above, there are methods applied to reduce safety risks associated with the use of e-scooters. Operators implement speed limit, no parking and restricted use zones using geolocation technology. Reports of accidents have gradually decreased over time as have reports associated with inappropriate parking.

The Council's response to the State Government's consultation process, highlighted a range of safety related issues facing active transport options, including bicycles and PMDs. Existing painted bicycle lanes on roads with motor vehicles travelling at speeds greater than 30km/h do not provide separation, are often not wide enough for cyclists, located in dooring areas and abruptly end or disappear at intersections or areas with timed parking. The inadequate safety and comfort afforded by active transport infrastructure is particularly impactful on the experience of women, children and the elderly.

The proposed State Government changes to allow private use of PMDs, incorporate notable changes such as allowing use on roads with speed limits under 50km/h and permitting travel speeds for on road use of up to 25km/h.

The Council will continue to seek improvements in shared e-scooter safety through working with partners and operators, improving permit conditions and ongoing monitoring of shared e-scooter operator performance.

Future Demand

As indicated earlier in the report, demand for e-scooters has gradually reduced. It is difficult to know whether this demand is close to plateauing and what a future stable demand level is likely to be. Regardless, even with a lower demand, deployed numbers of e-scooters can be adjusted by operators assuming that continued operation in this market is deemed to be viable by them.

An additional unknown is the impact on demand for shared e-scooters from the introduction of the PMD legislation allowing private use of e-scooters and other PMDs, anticipated in early 2025. Neuron have indicated that they are hopeful that the PMD legislation will include provisions that enable them to improve the product offering to consumers and Councils. This includes improved device useability and comfort, increased speeds for on-road use and improved geolocation capabilities for more accurate device monitoring. The broader legalisation of the use of PMDs will also provide a more stable longer term operating environment.

Lower demand for the shared e-scooter scheme is not necessarily a concern, if Council is satisfied that the operators can continue to operate at the levels of compliance stipulated by permit conditions, in terms of things such as safety, amenity, operational responsiveness and reporting. Even at lower numbers, shared e-scooters can still provide a sustainable alternative transport option to car use.

Alignment with City of Adelaide and other Councils

To date, the trial has existed only in conjunction with the City of Adelaide. The majority of trips occur within the CBD and North Adelaide. It is questionable whether e-scooter operators will be interested in operating without the ongoing participation of the City of Adelaide. Therefore, if this Council continues to support the use of shared e-scooters, confirmation of the City of Adelaide's ongoing approval for e-scooter schemes and coordination on any future Expression of Interest /tender processes, scheme design and improvements will be critical.

Due to the misalignment between the City of Norwood Payneham & St Peters permit period (31 December 2024) and the City of Adelaide's permit period (30 April 2025), should Council continue to support the operation of a shared e-scooter scheme, seeking an extension of the permit and Ministerial approval, to align with the City of Adelaide's permit expiry date, would be logical to enable discussions to be held on future options for shared mobility beyond this date.

This would enable consideration of changes to permit conditions and exploration of options for a new procurement process and improvements to shared e-scooter operations.

OPTIONS

Option 1: Short-term extension of e-scooter trial permits

This option would enable the e-scooters to continue operation for a further four (4) months (to 30 April 2024) to coincide with the expiry of the permit period in the City of Adelaide and enable coordinated consideration and decision on the long-term future of shared e-scooter operation.

This will also provide additional time in which it is expected that the State Government will have finalised and enacted legislation to legalise the private use of PMDs.

This is the recommended option.

Option 2: Long-term extension of e-scooter trial permits

This option provides a longer-term commitment to a shared e-scooter trial. However, given the ongoing operation and viability of a shared e-scooter scheme is likely to be dependent on the commitment of the City of Adelaide, this is not a recommended option.

Option 3: Discontinue shared e-scooter operations

Under this option the Council could choose not to extend the shared e-scooter scheme due to public perceptions relating to public nuisance and safety concerns.

Assuming a shared e-scooter scheme is still operating in the City of Adelaide, it is possible that Council could reconsider and permit operators at a future stage. However, this option is not recommended due to the sustainability benefits of the scheme, as outlined above and the benefits of the partnership with the City of Adelaide and other stakeholders in managing the scheme.

CONCLUSION

While use of e-scooters has declined over time, the devices continue to provide a sustainable and affordable transport mode. In the context of continued intensification of urban development and population growth, maximising the availability of alternative transport options will be critical to maintaining and improving the liveability of the City of Norwood Payneham & St Peters and Adelaide as a whole.

If sufficient demand is maintained and operators of shared e-scooter programs continue to want to operate, a key focus should be on improvement to the services and public experience of the scheme.

COMMENTS

Nil.

RECOMMENDATION

1. That an extension of the e-scooter permits to Beam and Neuron until 30 April 2024, be endorsed for the purposes of aligning with the permit period of the City of Adelaide, noting that Council staff will work with the City of Adelaide during this period and a report will be provided to Council on the long-term future for the operation of a shared e-scooter scheme.
2. That the Chief Executive Officer be authorised to write to the Minister for Infrastructure & Transport, advising of the outcomes of this report and seeking further authorisation through exemption of e-scooters under the *Road Traffic Act 1961* until 30 April 2025, or until such time as the proposed PMD legislation is enacted, removing the need for this authorisation.

11.2 GREATER ADELAIDE REGIONAL PLAN SUBMISSION

REPORT AUTHOR: Senior Urban Planner
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CONTACT NUMBER: 8366 4561
FILE REFERENCE: qA82455
ATTACHMENTS: A - F

PURPOSE OF REPORT

The purpose of this report is to present for the Council's endorsement, a draft submission in response to the State Government's draft Greater Adelaide Regional Plan.

BACKGROUND

The State Planning Commission has invited public comment on the draft *Greater Adelaide Regional Plan* which will replace the 2017 *30-Year-Plan for Greater Adelaide*.

The draft Council submission is contained in **Attachment A**.

Under the *Planning, Development and Infrastructure Act 2016* (PDI Act), Regional Plans are prepared by the State Planning Commission and must be approved by the Minister for Planning. The State is divided into five regions for planning purposes. The City of Norwood Payneham & St Peters is one of 15 Local Government Areas in the Greater Adelaide Region.

A Regional Plan defines the South Australian Government's long-term vision for growth, integration of land use, transport and the public realm and the application of State Planning Policies in the region.

The draft Regional Plan includes recommendations about the application of the Planning & Design Code (the Code), in the region and defines actions such as future amendments to the Code.

The draft Regional Plan (refer to **Attachment F**) has been released for public consultation for a period of six (6) weeks from 23 September to 4 November 2024. As 4 November 2023 is also the date of this Council meeting, staff have received confirmation that the Council is able to submit its final endorsed submission by 6 November 2024.

The consultation period has been reduced and is much shorter than the anticipated twelve (12) weeks (which was the duration of the Kangaroo Island Regional Plan consultation undertaken earlier in the year). The condensed consultation period is an effort to 'fast track' the Greater Adelaide Regional Plan, and justified on the basis that it is driven by the State Government's 'Housing Roadmap' reforms which seek to address the State's current housing crisis. It is considered that the shorter consultation period will limit the effectiveness of the consultation.

In August 2023, a draft Discussion Paper was released identifying issues and options for early consultation relating to the review of the regional plan. The Council provided a submission which is included as **Attachment B**. The Discussion Paper was accompanied by recent population projections and an analysis of land supply.

Subsequently, during 2024, the following investigations were undertaken for the State Planning Commission to inform preparation of the draft Greater Adelaide Regional Plan:

- Greenfields and Township Investigation
- Transit Corridors and Targeted Infill Study
- Industrial Employment and Activity Centre Strategies
- Regional Open Space Strategy
- Housing Diversity Study
- Targets and Measures Review.

Much of this material is not available or has been issued in an abbreviated form in a Technical Report.

In addition, the following documents are referenced in the Regional Plan but are not currently available (and in some cases are incomplete):

- 20-year Infrastructure Strategy (superseding the State Infrastructure Strategy)
- Transport Plan
- Public Transport Plan
- Social Infrastructure Benchmarking framework
- Structure planning guidelines
- Infrastructure Capacity Analysis
- Employment Lands Strategy
- Prioritisation Guide.

The draft Regional Plan envisages a role for Local Governments in implementing targets and undertaking local strategic planning and planning investigations. For Local Governments to play an effective role, there needs to be greater transparency, data access, role clarity and integration of infrastructure and land use planning across the region and sub-regions. Partnership and sharing of information is required to unlock Local Government's capacity to contribute.

It should also be noted that a Transport Plan and a Public Transport Plan are future actions, yet to be implemented. This is likely to mean that, at least for an interim period, the Regional Plan will fall short of delivering a comprehensive integrated transport and land use vision.

The submissions from the Council and the Local Government Association on the 2023 Discussion Paper emphasised a need for greater integration of land use and infrastructure planning. This is now a lost opportunity.

Like the 2023 Discussion Paper, the draft Regional Plan promotes strategic infill for mixed use including housing in the Stepney Triangle.

The Stepney Triangle contains employment lands (currently zoned Employment in the Planning and Design Code) identified by the Council for further investigation as a Stepney food and beverage manufacturing precinct.

As endorsed by the Council at its meeting held on 3 July 2023, the Council is committed to a strategic review of employment lands in Glynde and Stepney which will, amongst other things seek to:

- “g) identify threats and challenges to existing and future land use in Glynde and the Stepney Triangle to determine if there is a need for Council to prepare a Code Amendment to provide certainty to existing and potential food and beverage manufacturers regarding long-term planning and investment in the sector...”*

On 1 September 2023, Mayor Bria on behalf of the Council, wrote to the Chair of the State Planning Commission seeking the Commission's early response on the Glynde and Stepney Food and Beverage Manufacturing Precinct concept (refer **Attachment C**). Since receipt of an early but relatively non-committal response from the Commission (**Attachment D**), the Commission's position has resolved in favour of a housing-led urban renewal, affecting the whole of Stepney Triangle. This position does not embrace the Council's concept. As explained in the Council's submission on the 2023 Discussion Paper, this could displace sensitive uses close to existing manufacturing and other business activities likely to affect residential amenity.

The draft Regional Plan includes the Stepney Triangle (but not Glynde) as one of several State-significant urban renewal areas close to the CBD (like Kent Town, Glenside, Keswick Barracks etc), with the intent of creating “mixed-use environments that are attractive places for people to live and work”.

As Elected Members will recall, Council recently commissioned ACIL Allen, an independent economic, policy and strategy advisory firm, to conduct an Economic Market and Strategic Options Analysis for the Glynde and Stepney employment precincts – refer August 2024 Economic Development Advisory Committee agenda:

https://www.npsp.sa.gov.au/files/22768_b_and_edac_agenda_13_august_2024.pdf?v=952

This analysis found that the growth in food manufacturing in recent years and increased focus on advanced manufacturing in South Australia and Australia, underpins the strategic importance of protecting these Employment Lands for mixed or light industrial use with an increasing focus on feed and beverage manufacturing where possible. Further, the presence of Employment Lands so close the city is a major asset given the limited industrial land and increasing pressures from residential infilling and population growth.

RELEVANT STRATEGIC DIRECTIONS & POLICIES

The Regional Plan has the potential to affect many of the Council's Strategic Directions and Policies.

FINANCIAL AND BUDGET IMPLICATIONS

Preparation of a draft response to the draft Regional Plan has been undertaken with existing resources.

EXTERNAL ECONOMIC IMPLICATIONS

As the State Government's blueprint for planning and development, the Regional Plan will have a range of implications for economic development within the City of Norwood Payneham & St Peters.

SOCIAL ISSUES

The Regional Plan has the potential to shape the City's social profile and delivery of community infrastructure associated with future development.

CULTURAL ISSUES

The Regional Plan has the potential to influence the extent to which the cultural heritage is protected and enhanced in the built environment and landscape.

ENVIRONMENTAL ISSUES

The Regional Plan has the potential to influence the effectiveness of environmental management and protection, including in relation to green cover, water resources, air quality, noise, and impact of climate change.

RESOURCE ISSUES

While the *PDI Act* does not directly oblige the Council to carry out investigations or other responsibilities relating to a review of the Regional Plan or its implementation, there are expectations at community and State Government level, that the Council cooperatively aligns strategic outcomes with local planning, works and services. This can be done using existing staff and allocated resources. Noting that this carries some risk in terms of the Council's reputation and influence, another option involves the State government undertaking implementation that might normally have fallen to the Council to do. (While the *Local Government Act 1999* assigns a more general local strategic planning role, cited in the draft Regional Plan, this is an overarching obligatory role linked to all local government functions, including those associated with the Regional Plan but also many and diverse separate areas of decision-making, service provision etc.).

RISK MANAGEMENT

The review of the Regional Plan involves a suite of risks and opportunities that are important to monitor and respond to as an advocate for the community such as through preparation of an effective submission on the Discussion Paper in 2023. A response to the draft Regional Plan can supplement the earlier submission.

There is reputational risk in not responding. The Regional Plan has the capacity to drive significant change to the urban environment and conditions experienced by the community and visitors. There is also corporate risk if the emerging regional planning policy framework does not match the Council's objectives to the greatest extent possible. There are also strategic risks, for example, if long term objectives relating to economic development and the Stepney Triangle are undermined by the Regional Plan.

While there is diminished opportunity for Local Government to lead and influence strategic land use planning under the PDI Act, the attached draft submission, together with ongoing dialogue with the State Planning Commission, hopefully should assist in going some way towards mitigating these risks.

State agencies not sharing key data and analyses that impinge on local governments' capacity to undertake purposeful local area planning is a key risk that should be articulated and addressed in the submission.

It is important to note that the Regional Plan will guide amendments to the *Planning & Design Code*, including Code Amendments initiated by private proponents as well as by State and local government.

CONSULTATION

- **Elected Members**

Unlike September 2023, as part of the Discussion Paper consultation, where an Elected Member Information Briefing was held with representatives of the State Planning Commission, the only opportunity for Elected Members to be briefed on the draft Regional Plan was a session organised by the Commission for Elected Members from all Greater Adelaide Councils. This briefing occurred online via Teams on Tuesday 24 September 2024 at 10:00am and was notified via the weekly Communique to Elected Members on 12 September 2024. In a pre-engagement meeting with representatives of the State Planning Commission, staff requested a specific briefing on the Regional Plan for this Council, however this request was not heeded.

- **Community**

The State Planning Commission is responsible for ensuring adequate levels of community engagement on the draft Regional Plan. The Commission held several community events. At this stage, the level of attendance is unknown.

- **Staff**

Manager, Urban Planning & Sustainability

- **Other Agencies**

Planning & Land Use Services, Attorney General's Department
Local Government Association - which organised a workshop for local government planners on the draft Regional Plan which was attended on 9 October 2024.

It is noted that the abbreviated 6-week consultation period adopted by the State Planning Commission and limited transparency of the process more generally, precluded effective engagement of community stakeholders in preparing the Council's response.

DISCUSSION

Regional Planning Process and Format

Investigations for the review of the *Greater Adelaide Regional Plan* proceeded with limited and uneven involvement of Local Government, other than during the Discussion Paper consultation period in late 2023.

The draft Regional Plan indicates that the State Government is seeking to plan for:

1. Population growth of up to 670,000 people.
2. The construction of up to 315,000 additional homes.
3. The creation of up to 254,000 additional jobs.

The main thrust of the draft plan is structured around six key outcomes:

1. More housing in the right places.
2. Liveable, accessible and inclusive communities.
3. A strong economy built on a smarter, cleaner future.
4. A greener, wilder and more climate-resilient environment.
5. An integrated and connected region.
6. Coordinated delivery of land use and infrastructure planning.

The last two outcomes (5 and 6) are additional to those proposed in the 2023 draft Discussion Paper. However, concerns remain that there is still much work needed to effectively address the nexus between infrastructure/connectivity and land use planning in a sufficiently integrated way.

The draft Regional Plan has been delivered in an online format via an interactive regional planning platform. A downloadable PDF document is also available. The draft submission prepared (**Attachment A**) follows the structure of this document. An accompanying on-line dashboard provides greater spatial resolution and clarity, as well as a summary, information sheets and FAQs, all available via the YourSAy website: <https://yoursay.sa.gov.au/greater-adelaide-regional-plan>

Key Proposals and Themes

An initial review of the draft GARP has indicated the following key proposals or themes of greatest interest to this Council:

Housing Targets

Although the draft Regional Plan covers a range of factors relating to the future development and direction of the Greater Adelaide region, it has a strong focus on the provision of housing. It includes housing targets broken down into Local Government Areas and the target established for this Council is 2100 new dwellings, to be constructed by 2031. The supporting information indicates this City is 'on track' with respect to the number of new dwellings that have been recently constructed, however further analysis is required to determine how this target compares with the longer-term trend of new development occurring in the City of Norwood Payneham & St Peters.

State-Significant Infill Areas

Areas with potential for 'state significant' urban renewal and infill have been identified across Greater Adelaide and include existing and future Urban Corridor Zones, 'underutilised' employment lands, areas with older public housing stock, regional centres, and opportunities for higher densities near transport and other services. In the City of Norwood Payneham & St Peters., State-significant infill areas have been identified in Stepney, Kent Town, and along portions of arterial roads, as indicated in blue in the attached Map 1 (**Attachment E**). In some locations this State Significant Infill reflects existing Urban Corridor Zones, but it also indicates future corridor zoning along arterial roads, and notably a shift from light industry to mixed use / urban renewal in the Stepney Triangle. The draft Regional Plan indicates these proposed development areas would be implemented through 'State government leadership', which implies a future rezoning through State government Code Amendments or similar high-level coordination to facilitate urban renewal. It is worth noting the State-significant infill areas are intended to be implemented in stages across the 30-year timeframe of the Regional Plan, however no specific timeframes or prioritisation has been indicated.

Local Infill Investigation Areas

Local infill investigation areas have been identified as areas which could provide opportunity for more diverse housing options and small-scale employment opportunities, subject to further investigation and potential local government coordination (e.g. through infrastructure provision or Council-led rezoning). In the City of Norwood Payneham & St Peters, local infill investigation areas have been identified by the State Planning Commission in Marden, Payneham South, Firle (including the Firle Shopping Centre and surrounds) and along a portion of Portrush Road, north of Magill Road as indicated in yellow on Map 1 in **Attachment E**.

These areas appear to primarily be residential zones which are not within the Character or Historic Area Overlays and which have not already seen larger scale infill development such as the Housing SA renewal developments in Felixstow and Marden. Some of these areas (for example in parts of Firle) are already zoned Housing Diversity Neighbourhood Zone, where the Code policy allows for higher density living. Other zones affected include the General Neighbourhood Zone across much of Payneham South for example, and smaller areas in the Community Facilities Zone, Suburban Activity Centre Zone (at Firle), Employment Zone and the Suburban Business Zone (the latter two along Portrush Road in Trinity Gardens).

As the Council has been assigned no effective role in the current regional planning process to date and is not privy to much of the investigative work done so far, it is difficult to know whether this would be a priority for the Council to pursue further or if information to help clarify this and/or undertake further investigations would be readily available. It appears that local government more generally has been more disempowered than empowered by the process to date. This is in large part because the information flow to enable an effective response has been very limited.

Hopefully a greater focus on integrating and resolving the planning roles undertaken at different levels of government will emerge to help refine the content and delivery of the plan.

Employment Land

The draft GARP maps existing 'employment land' (employment generating land including industry and other businesses) and outlines a projected shortfall of employment land in the inner metropolitan area of 41 hectares by 2051. Yet, the draft Regional Plan lacks a clear commitment to preserve local level employment lands. Of particular concern is the aforementioned identification of Stepney as a State-significant infill area, which is at odds with the Council's current vision for the Stepney triangle to remain a light industrial precinct with a potential focus on food and beverage manufacturing.

Protection of employment lands in existing built-up areas will be important to supporting the concept of living locally and working.

Expansion of the Affordable Housing Overlay to include Historic Areas and Character Areas

The Affordable Housing Overlay of the Planning and Design Code is proposed to be expanded to apply to all 'residential' zones (as foreshadowed in the State Government's Housing Roadmap) including those which are in existing Historic Areas or Character Areas.

While the provisions of the Historic Area / Character Area Overlays in the Planning and Design Code will still apply, the Affordable Housing Overlay offers incentives such as increased density and height, and in relation to car parking rates. The Assessment Provisions in the Affordable Housing Overlay, include the following Performance Outcomes:

PO 2.1

Affordable housing is designed to complement the design and character of residential development within the locality.

PO 3.1

To support the provision of affordable housing, minimum allotment sizes may be reduced below the minimum allotment size specified in a zone while providing allotments of a suitable size and dimension to accommodate dwellings with a high standard of occupant amenity.

DPF 3.1

The minimum site area specified for a dwelling can be reduced by up to 20%, or the maximum density per hectare increased by up to 20%, where it is to be used to accommodate affordable housing except where the development is located within the Character Area Overlay or Historic Area Overlay.

PO 3.2

To support the provision of affordable housing, building heights may be increased above the maximum specified in a zone.

DPF 3.2

Where a building incorporates dwellings above ground level and includes at least 15% affordable housing, the maximum building height specified in any relevant zone policy can be increased by 1 building level in the:

- a. Business Neighbourhood Zone
 - b. City Living Zone
 - c. Established Neighbourhood Zone
 - d. General Neighbourhood Zone
 - e. Hills Neighbourhood Zone
 - f. Housing Diversity Neighbourhood Zone
 - g. Neighbourhood Zone
-

- h. Master Planned Neighbourhood Zone
- i. Master Planned Renewal Zone
- j. Master Planned Township Zone
- k. Rural Neighbourhood Zone
- l. Suburban Business Zone
- m. Suburban Neighbourhood Zone
- n. Township Neighbourhood Zone
- o. Township Zone
- p. Urban Renewal Neighbourhood Zone
- q. Waterfront Neighbourhood Zone

and up to 30% in any other zone, except where:

- a. the development is located within the Character Area Overlay or Historic Area Overlay
or
 - b. other height incentives already apply to the development.
-

Importantly the above Design Performance Features (DPF) 3.1 and 3.2 are illustrating only **one** way of meeting the associated Performance Outcomes with their height and site area incentives (ie. PO 3.1 and PO 3.2 respectively). Therefore, it cannot be concluded that the height and site area incentives would not apply if and where the Affordable Housing Overlay overlaps the Character Areas Overlay and Historic Areas Overlay as proposed without further amendments to clarify the intent. The proposed action of adding the Affordable Housing Overlay is likely to result in considerable confusion about intent and may impact on the layout and design quality in historic and residential character locations, which is of concern. Possibly DPF 3.2 is only likely to apply in redevelopment of larger (and atypical) sites like an existing aged care or retirement home complex, however, there is far too much ambiguity in the existing Code provisions set out above and greater clarity and protection for the protection of historic and other significant character attributes is required.

Further, there is a need to examine the effectiveness of the Affordable Housing Overlay provisions based on recent outcomes as a precursor to considering applicability to any new areas.

The Council has already corresponded with the Commission about the need for better clarity about height policy in Historic Areas and is seeking to address this issue, in part, through a review of Historic Area Statements. This is emphasised in the attached draft Council's submission as well the need for a more general review of the effectiveness of housing affordability policies and stronger support for improved policies in the Historic and Character Area Overlays,

Other Key Issues

The November 2023 submission by the Council and the submission of the Local Government Association on the Greater Adelaide Regional Plan Discussion Paper, both identified the following key issues:

- infrastructure provision is key to delivery of anticipated growth of Greater Adelaide, with results from an LGA survey showing that there is a vast array of infrastructure challenges with public transport, road upgrades, stormwater, public open space and community services identified as the most challenging;
- the location of growth areas for housing needs should be supported by efficient and eco-friendly transit, cycling and walking that contributes to integrated transport, and well-designed attractive places to live;
- further investigations to support the Regional Plan should leverage Councils' local knowledge and experience far more than has been achieved to date – due to a largely closed investigation offering limited engagement (mainly inform, with long intervening gaps and insufficient detail to inform effective engagement or help deliver the future local area planning that is envisaged in the draft plan);
- need for a greater focus on design quality, climate resilience and environmental performance.

- better understanding of constraints and opportunities that have a bearing on whether particular urban corridors and other identified strategic sites, or investigation areas, can contribute significantly to housing targets such as those assigned to Local Government Areas;
- aligning the Regional Plan with the greening strategies - noting that the measurable urban greening targets have been increased in the draft Regional Plan.

These points are still valid in relation to the draft Regional Plan and are reflected in the attached draft Council submission.

Next Steps / Complying Code Amendments

The draft Regional Plan contains a set of recommended actions but does not define any tasks, such as rezoning, that can be undertaken by a 'complying' Code Amendment. A complying Code Amendment would follow a fast-track process that allows for zone, sub-zone or overlay boundary changes to the Code that are consistent with a clear recommendation in a Regional Plan.

For this to occur, the proposed changes to the Code must be clearly and expressly identified in the Regional Plan via specific maps or information about the changes proposed to the Code.

It is possible for a Complying Change to the Code and an amendment to a Regional Plan to be consulted on and approved at the same time.

However, it is understood that future revisions of the Regional Plan, not the one currently underway, are likely to give rise to complying Code Amendments.

Normally a Code Amendment is an entirely separate process to revision of the Regional Plan, including the consultation phases of each being entirely separate.

OPTIONS

The Council has the following options in respect to making a submission:

1. Providing a comprehensive submission on the draft Regional Plan that seeks to fully address all issues supported by robust analyses of spatial data and other evidence that should be considered by the Commission now and in the future. The scope to do so is significantly hampered by the halving of the engagement period to only six weeks and the limited access to background investigations. Further, it may be more strategic to focus on a commentary on things that are Council priorities or additions to, or departures from the 2023 Discussion Paper, while reiterating key points in the 2023 response more concisely and strategically to reflect the content of the draft Regional Plan.
2. Respond with focussed comments on key issues of strategic importance to the Council and other changes since the 2023 Discussion Paper while also emphasising a need and preparedness to exchange data and evidence in an ongoing process to ensure that the Regional Plan has a sound evidence base and is responsive to local context. This is more realistic given other commitments that coincide with the formal consultation period and, also, given that the regional planning process will logically need to be supplemented by local input, both in the period up to finalisation of the current review and in the proposed revision process. (including amendments to the Planning and Design Code).

Generally-speaking, it would be better to impress on the Commission the need to involve Local Government more effectively in terms of further analysis and review of draft recommendations rather than compromising the quality of input or attempting a comprehensive formal submission by 6 November 2024. A risk will be if the Commission is not amenable to input post the consultation period. This tends to be at odds with statements in the draft Regional Plan about the role of Local Government in undertaking local area planning, strategic investigations, and related roles.

3. The Council could choose not to make a submission.

Not providing a response will not assist in representing community interests in regional planning, sharing local knowledge, supporting better regional planning, and this in turn will allow further erosion of the Council's role in planning for the City – a function that has slowly and incrementally over time, removed Local Government from strategic planning and development assessment.

For the reasons stated, Option 2 is the recommended approach, and has informed the approach taken in the draft submission.

CONCLUSION

It is important that the Council engages in the regional planning process, which is being conducted by the State Planning Commission, both in terms of sharing local knowledge and effectively representing and advocating for the Council's strategic goals and community interest. The attached draft submission reflects the Council's priorities and the relative significance of anticipated consequences, such as those that stem from a greater emphasis on intense corridor growth along selected arterial roads.

The draft submission covers a wide span of issues at a high level, with comments on more specific issues such as the land use future of the Stepney Triangle and the Council's position relating to heritage and character.

COMMENTS

Nil

RECOMMENDATION

1. That the submission (as contained in Attachment A) on the draft Greater Adelaide Regional Plan, be endorsed and forwarded to the South Australian Planning Commission.
2. That the Mayor and Chief Executive Officer be authorised to make a deputation to the Minister for Planning and the Chair of the South Australian Planning Commission, regarding the Stepney and Glynde food, beverage and industrial uses.
3. That the Chief Executive Officer be authorised to make any necessary minor amendments to finalise the submission, providing the changes do not affect the intent of the submission.

Attachments – Item 11.2

Attachment A

Greater Adelaide Regional Plan Submission



File Number:A771763
Enquiries To: Eleanor Walters
Direct Telephone: 8366 4521

6 November 2024

Mr Craig Holden
Chair, State Planning Commission
Level 10, 83 Pirie Street
ADELAIDE SA 5000

Via email: saplanningcommission@sa.gov.au

Dear Mr Holden

Thank you for the opportunity to comment on the draft *Greater Adelaide Regional Plan* prepared by the Commission.

The Council's feedback should be read in conjunction with the Council's detailed submission on *Greater Adelaide Regional Plan Discussion Paper* ('2023 Discussion Paper') and letter dated 7 November 2023. I have attached this previous submission for your reference.

The following comments reflect Council's keen interest in strategic planning for the City of Norwood Payneham & St Peters.

The feedback provided generally follows the structure of the digital version of the draft Regional Plan while also addressing spatial and other detail as provided in the accompanying dashboard. (Page numbering cited below refers to the digital version.)

This draft Regional Plan marks an important shift from a more static Regional Plan prepared under the old system to a more highly integrated, dynamic one with facility for more frequent targeted changes. This is an exacting and complex undertaking which will require further work during 2025 and beyond.

It is understandable therefore that it may have taken more time to reach the point of formal consultation than originally intended. It is important and beneficial to have spent the time developing the new digital format and approach, and to adapt the Regional Plan accordingly.

However, an equivalent level of consideration has not been given to the need to engage with local government more effectively. The anticipated consultation period of 12 weeks has been halved. Much of the evidence base that supports the proposed direction and is specifically referenced in the GARP, has not been shared. A direct consequence is that the Council will not be able to offer comprehensive input supported by spatial data analysis etc. in the time allowed for a formal submission. The Council is open to exchange of information and ideas going forward to ensure this is a genuine partnership and to support better outcomes for the City of Norwood Payneham & St Peters. There are some very high-level suggestions for further local government work in the draft Regional Plan, but no defined governance structure is proposed to ensure an effective, integrated, open and accountable approach in the short term.

Turning to the content of the draft Regional Plan, the main thrust of the draft plan is structured around six key outcomes:

1. More housing in the right places.
2. Liveable, accessible and inclusive communities.

3. A strong economy built on a smarter, cleaner future.
4. A greener, wilder and more climate-resilient environment.
5. An integrated and connected region.
6. Coordinated delivery of land use and infrastructure planning.

Since the 2023 Discussion Paper, the last two important outcomes have been added. The importance of these inclusions was raised during consultation on the Discussion Paper and are supported.

Outcome 1: More housing in the right places

Outcome 2. Liveable, accessible and inclusive communities.

(These first two Outcomes and the related content are dealt with together, not strictly chronologically, in our response to emphasise the close linkages between them as they affect the City of Norwood Payneham & St Peters.)

1. As stated in the Vision (page 8): “Quality of life is one [of] the regions key advantages”. (This sentence needs to be corrected.) Wording of the above Outcomes should support quality of life which is more than ‘liveability’.
2. Should growth fall short of a trajectory to reach the high-end population growth target, it is important to adapt the plan to meet realistic needs and avoid perverse outcomes. This is integral to the concept of a dynamic plan.
3. The Council previously expressed and reiterates its support for more emphasis on selection of strategic sites for infill, as opposed to a less targeted approach, as historically occurred.
4. We reiterate support for a review of policies affecting the interface with historic and character areas, especially on or adjacent to growth corridors. This is partly reflected in the Action Description for Action 7 - Code Amendment and Policy Review for Urban Corridors – page 322.
5. Action 7 should also include:
 - a. An independent review of outcomes of recent corridor developments coupled with opportunity for effective input by local government.
 - b. Strong emphasis on meeting the strategic objectives of good design, integration with adjacent residential zones, impact on local infrastructure provision, optimal land use outcomes, street level activation and public realm improvements.
6. An earlier round of rezonings for uplift in Kent Town and along The Parade and Magill Road, Norwood, stimulated housing growth, but other corridor (strategic site) rezonings have not – as demonstrated by recent redevelopment of the former Schweppes factory site, 372 Payneham Road <https://glamadelaide.com.au/new-11m-home-furnishings-retail-hub-opens-at-former-schweppes-factory-site-in-adelaides-east/> - a strategic site which is much further away from the CBD.
7. The following extract of the draft Regional Plan (page 48) suggests that some consideration has been given to staging:

“Urban corridors will be progressively introduced over the next 30-years as market conditions and available dwelling yield support additional supply. Urban corridors are likely to be extended firstly along roads that already have existing corridor zoning along portions of it that have responded to market conditions. New corridors will likely be introduced toward the latter half of the 30-year horizon.”

8. We would go further and suggest it will not always be that case that all parts of a prospective corridor, will be ready to rezone and redevelop for housing simultaneously. Depicting all urban corridors for the 30-year horizon in 2025 could send a confusing and premature message if not accompanied by clearer direction on orderly development and staging.
9. As submitted in the Council's earlier response (2023), having regard to the circumstances in the City of Norwood Payneham & St Peters:

"The final Regional Plan will need to concentrate, rather than disperse, potential higher density development sites, to support orderly infrastructure servicing, increase land use mix and community vibrancy and to avoid poor quality, fragmented outcomes."

10. The Council does not support the proposal to designate and (by implication) re-zone the Stepney Triangle as a State-significant urban renewal area with the intent of creating *"mixed-use environments that are attractive places for people to live and work"*, given that it has been identified previously, as conveyed to the Commission in 2023, that this land has strategic importance as an area for manufacturing uses which, though generally 'light industry', could be displaced by the anticipated or actual presence of nearby apartment complexes.
11. The Council recently commissioned ACIL Allen, an independent economic, policy and strategy advisory firm, to conduct an Economic Market and Strategic Options Analysis for the Glynde and Stepney employment precincts.
12. This analysis found that the growth in food manufacturing in recent years and increased focus on advanced manufacturing in South Australia and Australia underpins the strategic importance of protecting these Employment Lands for mixed or light industrial use with an increasing focus on food and beverage manufacturing where possible. Further, the presence of Employment Lands so close the city is a major asset given the limited industrial land and increasing pressures from residential infilling and population growth. Refer also the detailed comments in the Council's submission on the 2023 Discussion Paper.
13. The discussion of urban corridors on page 47 states as follows:

"There is also the potential to increase corridor depths in some locations to increase housing supply and create larger sites that allow the interface with lower-density areas to be better managed. This will be considered through more detailed planning and analysis by the government based on the prevailing context and character of an area."

The scope is potentially inclusive of groupings of smaller sites with existing character or historic housing at low-density which would tend to conflict with the wording in the 2023 Discussion Paper, suggesting the focus for infill would be strategic sites rather than areas of historic or character value. Therefore, it may be better to delete the words 'and create' (after 'housing supply') in the above extract and replace with the word 'on'.

14. The following proposal on page 48 is supported given that it is presumed the intent is not to widen the existing corridors into areas of historic / character value. This will be of high applicability to the City of Norwood Payneham & St Peters in terms of replacing existing Corridor Zones where they adjoin the Historic or Character Area Overlay:

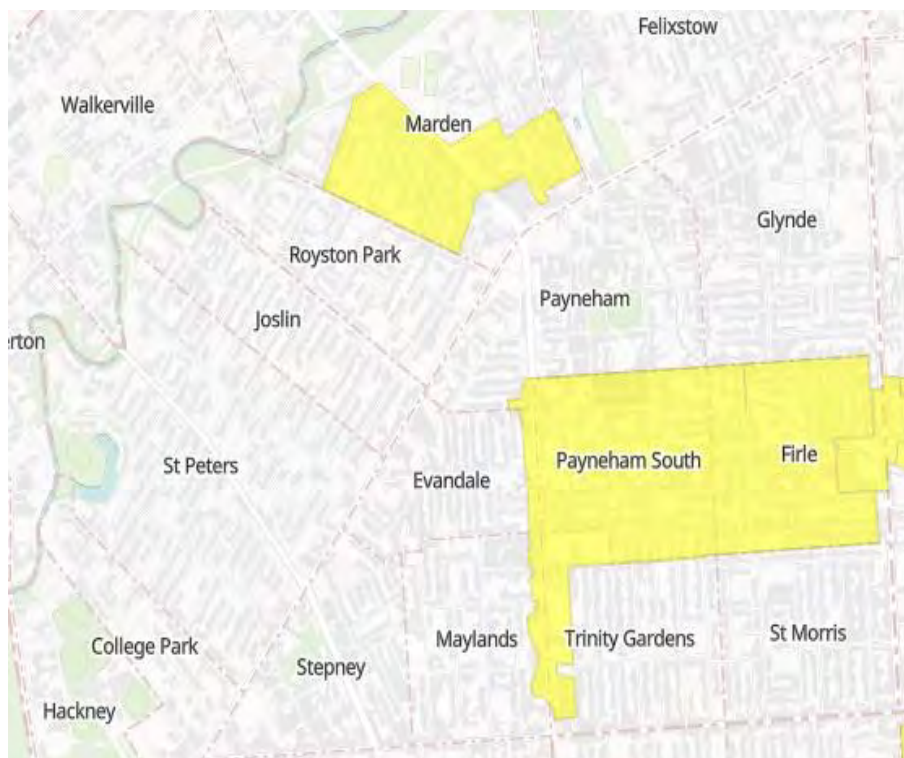
“Create a new Urban Corridor (Interface) Zone that encourages low-medium rise Missing Middle housing, and more sensitively integrates with established residential and character areas.”

15. The following action is supported – however the timeframe should be brought forward: *“Action 28: Investigate amendments to the Code to refine guidance for general infill to improve design quality, including policy relating to car parking, private open space, storage and landscaping.”* 3 years – DHUD-PLUS (p322).
16. The 2023 Discussion Paper stated that areas of valued historic and character significance should be protected and not bear the brunt of increased pressure for infill. There is a fleeting reference to protecting areas that have character or historic value on page 36 of the draft Regional Plan (second dot point) but this is not reflected elsewhere in the draft Regional Plan to provide sufficient confidence that it applies to the areas identified as of historic or character value in past investigations of the City of Norwood Payneham & St Peters. The section on Neighbourhood Character on page 102- is silent on historic areas and historic character, for example, mentioning only the Character Area Overlay
17. On page 100, inclusion of the long-term strategic objective as follows is far too vague of itself and offers no certainty of protection of historic and character areas already identified:

“Recognise the unique character of areas by identifying their valued physical attributes in consultation with communities.”
18. The draft Regional Plan should also expressly support the elevation of certain character areas to historic areas, where justified through research, based on earlier statements of support in principle by the Minister and Commission. The Code policy review and guidance materials to support this process also needs to be accelerated.
19. The fact that the Actions omit reference to both the potential elevation of character areas and support for review of Area Statements for character and historic areas, instead prioritising incentives for adaptive re-use (Action 30, page 326), suggest such areas have been viewed in this process largely through an economic lens rather than as social and cultural (community) assets as well. A spatial plan needs to first and foremost address where spatial opportunities and constraints to growth exist and will be applied including areas for ‘urban conservation’.
20. Further, the draft Regional Plan’s proposal to apply the Affordable Housing Overlay across the majority of the Historic Area Overlay and Character Area Overlay in the City is likely to compound issues of uncertainty in the assessment of proposals that would evolve the character of these areas without necessarily being a catalyst for any affordable housing. The height and density incentives embedded in the Affordable Housing Overlay are likely to suit certain urban typologies but not others. See explanatory notes attached.
21. Since the private housing market tends to preclude affordable housing in accessible, attractive locations near a CBD, it is open to question whether applying the Affordable Housing Overlay in established areas of inner suburban housing of historic or character value in the City of Norwood Payneham & St Peters, will deliver affordable housing by virtue of any policy bonuses linked to this Overlay.
22. Action 12 (page 323) states: *“Establish an Affordable Housing Off-Set Scheme to enable developers to pay into a fund to provide social and affordable housing in locations where it is not feasible to provide housing at affordable housing price*

points.” This is a complex proposal which requires more detailed explanation, of the intended legal and policy framework, impacts etc., warranting a further round of consultation.

23. A fuller, detailed analysis of a range of housing affordability policy options is warranted and should include a review of the performance and adequacy of current policy tools.
24. As mentioned on page 103, under *Housing Diversity in Character Areas*, one of the potential options is “*co-located housing... which requires an existing house to be retained, repurposed and added to, providing high-quality designed dwellings surrounding communal open space*” which falls within the scope of the Commission’s Future Living Code Amendment and offers an alternative to often more intrusive and less affordable infill housing.
25. The evidence and findings supporting definition of two *Infill Investigation Areas* shown in yellow below have yet to be shared with the Council, making it difficult to provide comment. While this may not preclude further investigation of local housing constraints and opportunities in these areas, as proposed, it is difficult to do so without State support, including access to investigations (including data, methodologies etc.) undertaken to date. At a purely practical level, the 2-year timeframe proposed in the draft Regional Plan is too compressed especially given the workload anticipated to progress Council Code Amendments currently initiated / proposed over the same period – noting the identical timeframe applies to a further expectation stipulated in Action 4 below (that Councils undertake local strategic planning etc.).



26. Data and other support from State agencies would also be needed to perform Action 4 (p.321) which also has a 2-year timeframe:

“Local Government’s [sic] undertake strategic planning for their local area to plan for the implementation of housing and employment growth targets

and identify requirements and timing for local infrastructure and services to inform updates to the GARP.”

27. Ongoing engagement is key to resolving issues, and establishing priorities, relating housing targets and other aspirations affecting the communities in the Council area. It is open to question whether the community engagement has been a strong enough element of the regional planning process during 2024.
28. Meaningful comment on the housing targets included for the City of Norwood Payneham & St Peters – 2,100 in period 2021-31; 1,400 from 2031-41; 1,200 from 2041-51 – relies on access to the analysis that underpins these numbers. This has not been provided in the regional planning process to date.
29. The very limited and general information provided, such as the following on page 260 (Inner Metro sub-region) is insufficient:

“To ensure the region and its respective local government areas are well placed to manage anticipated growth, housing targets have been created to assist in local area strategic planning. These targets were formulated using region specific information tied to projected population growth, the unique constraints and opportunities for each region and household formation to ensure they reflect the likely needs of their growing populations.”

30. It is noted that the State significant strategic infill areas in the City of Norwood Payneham & St Peters identified in the draft Regional Plan do not fully match the extent of the growth investigations areas shown in the 2003 Discussion Paper. The rationale for change has not been provided.
31. Many of the sites fronting Kensington Road in Norwood and Kensington that were part of an urban corridor investigation area in the 2023 Discussion Paper are not shown as ‘urban corridor’ in the draft Regional Plan, which is supported. (It is noted that the draft Regional Plan retains the activity centre at Marrayville plus the Marrayville Hotel, Kensington as ‘urban corridor’) This accords with the findings of an informal assessment of the Kensington Road corridor undertaken by the Council in 2023 as noted below:
 - a. *Fullarton Road to Portrush Road (north side): Few obvious sites – high fragmentation, ‘fully-developed’ low-scale pattern not obviously under-utilised. Established Neighbourhood Zone behind narrow corridor. Heritage-character sensitivity moderate to high. About 1 in 6 sites are heritage listed. (Note that the land between Donegal Street and Portrush Road has since been rezoned to Community Facilities with some potential for new housing.)*
 - b. *Portrush Road to City of Burnside (both sides, excluding ‘activity centre’): On southern side, the large sites are well-established schools with some heritage fabric. Otherwise, the corridor is characterised by a high degree of land fragmentation, with a ‘fully developed’ low-scale pattern not obviously under-utilised. The heritage-character sensitivity is moderate to high - not quite 1 in 6 sites are heritage listed. Kensington is a Historic Area, and there are existing medium-density complexes on some of the sites in Kensington.*
32. Additional corridors defined in Firlie and Trinity Gardens along Glynburn Road do not correspond with a current ‘Go Zone’. It is noted that urban corridors are characterised as having “superior access to high-frequency public transport” (page 47). The new corridor areas on the western side of Glynburn Road are close to,

and partly overlap with the largest of the *Infill Investigation Areas* referred to above (point 25). An integrated investigation covering the Glynburn Road frontages in the proposed urban corridor as well as *Infill Investigation Areas* appears to be a more effective option than investigating these areas separately - especially without effective Council involvement across the whole of the relevant investigations.

33. The addition of land fronting Flinders Street, Kent Town, as 'urban corridor' impinges on residential buildings of historic character, including heritage places within the affected area and on the opposite side of the street. The Historic Area Overlay is adjacent on both sides of the street. The potential exists therefore that the intent of the draft Regional Plan will dramatically transform a distinctive streetscape characterised by low-rise dwellings mainly of Victorian origin. This corridor needs to be treated consistently as one which has and should retain low-scale urban form of historic character aside from the two corner sites at the Dequetteville Terrace end.
34. On page 97 – under *State and Local Heritage Long-term strategic objectives*:

“Councils lead the identification and listing of local heritage places to protect the local historical and attributes and themes that are important to local communities”,

omits to mention the role of Councils in protecting local historical and attributes and themes through the establishment and potential extension of Historic Areas, with Representative Buildings. This latter role, confirmed as ongoing in recent statements by the Minister and Commission, requires equivalent recognition in the draft Regional Plan.

(The Council is well advanced with a review of Historic Area Statements as recommended on page 99 of the draft Regional Plan.)

It is also noted that the Heritage Roadmap has proposed a single piece of legislation to cover State and local heritage along with greater support for local government in protecting local heritage.

35. There is reference to Character Areas but not Historic Areas on page 102 under the heading *Neighbourhood Character*. Was this an oversight, or are Historic Areas considered to be 'Heritage' perhaps?

Outcome 3. A strong economy built on a smarter, cleaner future.

36. Protection of employment lands in existing built-up areas will be important to supporting the concept of living locally and working. This needs to more clearly reflected in the *Long-term strategic objectives* on page 106 to safeguard the diversity of employment at local and sub-regional levels including manufacturing and traditional 'population-serving' businesses.
37. The draft Regional Plan outlines a projected shortfall of employment land in the inner metropolitan area of 41 hectares by 2051 yet lacks a clear commitment to preserve local level employment lands. A large gap between current supply and demand to 2051 is demonstrated for 'Inner Metro' on page 112. This is highly unlikely to be adequately addressed by promoting use of activity centres which are by and large fully developed. Meanwhile, residential-led mixed use will continue to displace certain employment activities from this sub-region.
38. On page 115, the draft Regional Plan proposes a 'Net Community Benefit (NCB)' assessment pathway for private proponents to seek to rezone employment land to residential or mixed-use zones. This tends to undermine the role of local

government in “developing employment land strategies to identify and enhance the viability of local employment lands...”. If the latter does not involve housing as part of a mixed-use area, the draft Regional Plan paves the way for a local economic and employment strategy to be over-ridden where the proponent has strong motive to invest significant resources in advocating a particular take on ‘net community benefit’. This is of serious concern. If NCB is being undertaken by a private proponent of rezoning, then it will need to be subject to a sound and transparent independent peer review process which enables local government to participate effectively. This implies far more than occurs with the current requirements for proponent-led amendments where local government is formally informed and consulted, but not effectively involved as befits a level of government that has responsibility for local strategic planning.

39. On the other hand, if the rezoning process is government-led over large tracts of fragmented private land without due consideration to the need for orderly development, the results may well be uncertainty, lack of uptake of opportunities and premature displacement of employment-generating uses.
40. The Council supports an ongoing role for the Stepney Triangle and Glynde Employment Zones as hubs for food and beverage manufacturing and other employment uses. In the case of the Stepney Triangle, there is conflict between the intent of Council and the draft Regional Plan. See earlier comments (refer point 10 above and the Council’s submission on the 2023 Discussion Paper).

Outcome 4. A greener, wilder and more climate-resilient environment.

41. The response to climate change, for example, on page 152, is generally disappointingly weak with climate risk, mitigation (decarbonisation) and adaptation pitched as considerations only, without reference to actions offering tangible remedies.
42. As recommended in the Council’s 2023 submission, the general environmental and water sensitive urban design provisions of the Planning and Design Code should be enhanced and extended, including their applicability to layers of decision-making where environmental factors are currently unable to be considered due to gaps in the policy linkages included in the Code.
43. It is agreed that regulations and planning policies will play an important part in achievement of the Plan’s Tree Canopy Target (page 157) and further policy review is supported.
44. The new planning regulations introduced in May 2024 are expected to make a positive change in respect to tree protection and retention of urban tree canopy. Also, the review assigned to the State Planning Commission by the Minister for Planning has the potential to further enhance tree protection and is supported as another step in the right direction.
45. The Council’s earlier comments supporting biodiversity and protection of street trees and other vegetation on verges and relating to the ongoing management of residential driveway crossovers remain relevant.

Outcome 5. An integrated and connected region.

46. The location of growth areas for housing needs should be supported by efficient and eco-friendly transit, cycling and walking that contributes to integrated transport, as well as contributing to well-designed attractive places.
47. The lack of a transport plan and public transport plan which are not available yet, limits the extent to which the Regional Plan can promote integrated land use and transport outcomes.

Outcome 6. Coordinated delivery of land use and infrastructure planning.

48. Infrastructure provision is key to delivery of anticipated growth of Greater Adelaide.
49. There are many infrastructure challenges which impinge on successful delivery of regional, sub-regional and local planning strategies. Some details of these were discussed in the Council's submission on the 2023 Discussion Paper.
50. It is still the case that more alignment is required across the various State strategies that are either completed, currently being developed, or proposed for future development as they relate to infrastructure and land use planning, greening and climate resilience strategies - given a warmer and likely drier climate with increasing vulnerability to extreme events.
51. Coordinated planning for established local areas is different to coordinated fringe development or strategic urban renewal on consolidated sites and requires further consideration of workable governance arrangements to enable local governments to play an effective role. For example, local government is unable to undertake or coordinate infrastructure planning, other than to some extent, elements that are local government functions, without commitments of support and effective participation and leadership by others. This needs greater co-ordination and support through the newly created Housing, Infrastructure, Planning and Development Unit (HIPDU) which has been established to facilitate infrastructure provision for housing developments.
52. As mentioned earlier, sharing of the regional planning evidence base gathered to date and other inputs by State agencies are key to achieving Action 4:

“Local Governments undertake strategic planning for their local area to plan for the implementation of housing and employment growth targets and identify requirements and timing for local infrastructure and services to inform updates to the GARP”...2 years – Councils.

The 2-year timeframe for this action would appear to very difficult and should be able to be adjusted to integrate well with and not conflict with other priorities and commitments.

The Council looks forward to future involvement in strategic planning affecting the City of Norwood Payneham & St Peters.

Yours sincerely

Mario Barone
CHIEF EXECUTIVE OFFICER

Encl: Submission on 2023 GARP Discussion Paper
 Explanatory Notes on Affordable Housing, Character Area and Historic Area Overlays

Attachment B

Greater Adelaide Regional Plan Submission



File Number:A771763
 Enquiries To: Eleanor Walters
 Direct Telephone: 8366 4521



City of
 Norwood
 Payneham
 & St Peters

7 November 2023

Mr Craig Holden
 Chair, State Planning Commission
 Level 10, 83 Pirie Street
 ADELAIDE SA 5000

Via email: saplanningcommission@sa.gov.au

Dear Mr Holden

Thank you for your recent presentation to the Council and the opportunity to comment on the *Greater Adelaide Regional Plan Discussion Paper* prepared by the Commission.

Our comments are wide-ranging and reflect the Council's keen interest in strategic planning for and affecting the City of Norwood Payneham & St Peters.

I draw your attention to some of the highest priorities contained in the attached full submission:

1. A high-end population growth target risks increased tension with the Council's and regional strategic objectives relating to liveability, heritage, and protection of employment lands. If this target is to be pursued, it will be necessary to have a carefully considered staged release of land rezoning opportunities for the 15-30 year time horizon, agreed upon by key stakeholders before release of the final plan.
2. An omission from the four outcomes for Greater Adelaide is the concept of good design outcomes and building great communities where people want to live. The importance of timely delivery of both physical and social infrastructure is key to the achievement of this outcome.
3. The Council welcomes recognition by the Commission that areas of valued historic and character significance should be protected and not bear the brunt of increased pressure for infill. Historic and character areas on or adjacent growth corridors warrant particular attention in the next phase of the Commission's detailed investigations.
4. The Council supports a greater emphasis on selection of strategic sites for infill, rather than a more ad-hoc approach to the distribution of infill growth, particularly along arterial road corridors. The next phase of investigations by the Commission will be critical to achieve a more targeted approach to infill to deliver housing diversity, maintain heritage and significant character values and protect employment lands. The final Regional Plan will need to concentrate, rather than disperse, potential higher density development sites, to support orderly infrastructure servicing, increase land use mix and community vibrancy and to avoid poor quality, fragmented outcomes.
5. The Council supports an ongoing role for the Stepney Triangle and Glynde Employment Zones in supporting food and beverage manufacturing and other employment uses. Given the potential displacement of light industry and employment generating land uses in the Stepney Triangle if it were to be designated as a housing infill growth location, the Council strongly advocates for the better alignment of this with local economic strategies. This should be further informed by the outcomes of research

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that the Council has commenced regarding a food and beverage manufacturing precinct, as raised in earlier correspondence from the Council dated 1 September 2023 (refer Attachment 1 in the submission).

6. The Council supports more focussed investigation of other possible corridor growth areas to ensure compatibility of the competing multi-objectives of community building, placemaking and high-volume traffic movement, and infrastructure planning needs, as well as policies for staging, better quality design and local context addressing the interface with surrounding development.
7. There is a need for elevation of the Commission's priority in addressing shortcomings and strategic misalignments evident in the content of the *Planning & Design Code*. In addition to the better identification of the attributes of historic and character areas which has already been acknowledged and partly addressed by the Commission, there is need for increased urgency and resource allocation of two immediate priorities, being:
 - a. increasing the applicability of the general environmental and water sensitive urban design provisions of the *Planning & Design Code* to ensure that opportunities to address climate change and sustainability are consistently applied to relevant uses and zones (missing in multiple instances); and
 - b. an evidence-based design review of the outcome of existing provisions for corridor zones to ensure this is meeting the strategic objectives of good design, integration with adjacent residential zones, impact on local infrastructure provision, land use outcomes, street level activation and public realm improvements.
8. The delivery of good stormwater solutions requires policies and Overlays tied to constraints and opportunities based on landform and hydrology, not contingent on zoning.

The Council requests further involvement and detailed input into the Commission's investigations into the final Greater Adelaide Regional Plan and Inner Metro Sub-regional Plan. There is a need for closer examination of the issues raised in the Council's submission, including further dialogue on future use of the Stepney Triangle, historic and character areas, and better design outcomes for corridor zones.

The Council looks forward to the opportunity for further collaboration with the Commission on these matters of mutual strategic interest.

Yours sincerely



Lisa Mara
ACTING CHIEF EXECUTIVE OFFICER

Encl: Submission on GARP Discussion Paper

CITY OF NORWOOD PAYNEHAM & ST PETERS

SUBMISSION ON GREATER ADELAIDE REGIONAL PLAN DISCUSSION PAPER

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City of
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Contents

Contents.....	2
1. Executive Summary	3
2. General Comments on the Discussion Paper	3
3. Specific Comments on the Discussion Paper.....	5
3.1 Commission Chair’s Message (p6-)	5
3.3 Strategic Foresight and Global Trends (p34)	6
3.4 Outcomes for Greater Adelaide (p36-)	6
3.5 Urban Greening and Biodiversity (p45-)	6
3.6 A More Equitable and Socially Cohesive Place (p58-)	11
3.7 A Strong Economy Built on a Smarter, Cleaner, Regenerative Future (p66-)	14
3.8 Greater Choice of Housing in the Right Places (p82-)	15
3.9 The Urban Form to Bring Our Vision to Life (p82-)	16
3.10 Infrastructure and Services (p92-)	17
3.11 Principles for Identifying Land for Housing and Jobs (p101-)	18
3.12 Greenfield and Satellite City Growth (p111-)	19
3.13 Urban Infill Growth (p127-)	20
3.14 Growing the City Centre (p130-)	21
3.15 Urban Corridor Development (p134-)	21
3.16 Mass Rapid Transit Investigation Areas (p137)	24
3.17 Regenerated Neighbourhoods and Urban Activity Centres (p138-)	25
3.18 General Infill (p142-)	26
3.19 Employment Lands (p146-)	27
3.21 Implementing the GARP / Pulling It All Together (p166-)	30

1. Executive Summary

The Discussion Paper appropriately aims to engage the community early in the process of reviewing and updating the Regional Plan for Greater Adelaide.

The Paper is a key milestone in this process which coincides with Council-initiated reviews relating to land use, economic and public realm strategies in Glynde - Stepney, and at Marryatville (the latter in partnership with the City of Burnside). It will be important to resolve a common approach to employment lands and support ongoing manufacturing at Stepney and Glynde. Inner suburban manufacturing sites are increasingly scarce and warrant better protection.

The Council submits that the Regional Plan should address sustainability, liveability, and affordability pressures, as well as, and on an equal footing to, aspirations for population and jobs growth. Better articulation of spatial planning directions at a more local scale would help optimise clarity and certainty.

The principle of planning for a high-end population growth scenario requires better justification and explanation and raises a range of tensions. One of the characteristics of future change is uncertainty, and a better approach might be to work with a framework of multiple scenarios with flexibility to adapt as a key principle. Planning for the highest population projection involves clear risks, including misdirection of public resources and undue pressure on primary production and employment lands, including due to anticipation of future land use change. With any set of growth priorities, demand pressures on infrastructure and resources will need to be well understood and planned for by the State Government. Related to this, the extent of the depicted growth investigation areas along arterial roads east of Adelaide, though indicative, over-estimates the capacity for well-managed mixed-use housing growth at far higher density than the prevailing forms of development at greater distance from the CBD.

With recent re-developments along arterial roads in the Council area tending to yield only single-use, low rise retail or commercial development at greater distance from the CBD, it is important that factors like different market imperatives with distance from the CBD, plus interface, design and servicing issues are investigated thoroughly by the Commission as part of the proposed growth area investigations.

The scope of the next phase of investigations and gaining agreement on the spatial outcomes of this with Local Government and key infrastructure providers, is critical. Robust outcomes will rely on further and more comprehensive and multi-criteria analysis of trends, constraints and opportunities than presented at this early stage.

2. General Comments on the Discussion Paper

It is important that the Greater Adelaide Regional Plan is a holistic plan that does more than simply direct where and how Adelaide grows with a primary emphasis on accommodating population growth and jobs. Addressing liveability and sustainability pressures should also be a high order priority.

The Greater Adelaide Regional Organisation of Councils (GAROC) *Review of the 30 Year Plan Issues Paper* (January 2022) provides a good basis for scoping desired outcomes to be addressed in a revised regional plan for Greater Adelaide.

The GAROC Issues Paper calls for a future regional plan to include a stronger policy response to issues including:

- addressing climate change and related issues;
- urban green cover and tree canopy;
- community health and wellbeing;
- good urban design, particularly for urban infill;
- improved outcomes in Urban Corridor Zones;
- improved policies in the Historic Area Overlay and Character Area Overlay;
- stronger recognition of indigenous heritage;
- policies addressing housing availability and affordability;

- better integration of planning and infrastructure; and
- a more strategic approach to Employment Zones.

The Regional Plan should strongly address and reflect the issues raised in the GAROCC Issues Paper.

A high-end population growth target risks increased tension with some of these issues and impacts on primary production land (when it is anticipated that agricultural capacity will be under increasing stress due to climate change as well as subject to increasing demands).

Within the City of Norwood, Payneham & St Peters, potential tensions with liveability, heritage, tree canopy and protection of employment lands, for example, must be carefully managed alongside a housing target-led approach to growth. The Council supports an ongoing role for the Stepney Triangle and Glynde Employment Zones in supporting food and beverage manufacturing and other employment uses. The employment impacts of pursuing the Stepney Triangle area as an infill growth site, as mooted in the Discussion Paper, is an obvious key issue to resolve locally through further investigation and consultation.

The City of Norwood, Payneham & St Peters has a rich heritage which is valued highly by the community. This includes historic precincts where there is higher accessibility to better-quality transit and of value for retention as areas of low scale, predominantly original housing. The Council welcomes recognition by the Commission in the Discussion Paper that these areas should not bear the brunt of increased pressure for infill growth.

Over the past decade or so, new forms of housing have been able to be accommodated via rezoning of strategic infill sites close to the CBD, for example, through conversion of underutilised sites. Though there is still considerable higher density zoned land across the Council area, the fragmented pattern of land along main road corridors, and elsewhere, is a significant constraint to identification of additional such sites. There is considerable uncertainty regarding if / when retail or commercial uses which are less conducive to integration with housing in mixed use formats, will convert to residential mixed use on main road frontages, other than in parts of the Norwood – Kent Town area with its proximity to the CBD and The Parade activity centre. The recent observed trend is that residential land main road frontage continues to be converted to low-rise retail or commercial uses, or child-care centres, that diminish potential for high-density dwellings – especially along Payneham Road.

In the Discussion Paper, urban corridor growth investigation areas are proposed along Payneham, Kensington and Magill Roads within the City of Norwood, Payneham & St Peters, while the Stepney Triangle which contains strategic employment land and manufacturing, is also shown as a proposed growth option for housing and jobs.

The Kensington Road corridor includes the site of a Private Code Amendment in Norwood and the study area for the *Marryatville Precinct Master Plan* which the City of Norwood Payneham & St Peters and City of Burnside are jointly preparing. Both are at initial consultation stages.

More focussed investigation of other possible strategic infill sites is supported. However, this needs to be well-resourced, seek better integration with transport and infrastructure planning, and capture local knowledge to support robust outcomes. It is also important to address multiple criteria pertaining to both local and regional interests.

It is noted that as well as this GARP Discussion Paper, a *South Australia's 20-Year Infrastructure Strategy Discussion Paper* has subsequently been released for comment. The Council has not yet had sufficient time and opportunity to fully review and digest this, but notes that it states that:

“Aligning the 20-Year State Infrastructure Strategy with the new Greater Adelaide Regional Plan and the non-metropolitan regional plans will allow for more coordinated infrastructure planning and development. In addition, to improve the consistency and coordination of infrastructure planning across government, the importance of using common planning assumptions and forecasts should be elevated.” (p32)

3. Specific Comments on the Discussion Paper

3.1 Commission Chair's Message (p6-)

Key themes in the Commission Chair's Message are noted, including:

- housing choice and affordability;
- securing the future in terms of sustainability, liveability and prosperity;
- where and how to accommodate population growth beyond the 15 years supply considered currently available.

The Council agrees with the statements, "*we can do infill better*", on page 10, that "*(N)ew housing forms and future living models will need to meet community expectations and preserve valuable heritage and character areas*", on page 143.

The Council also supports a greater emphasis on selection of strategic sites for infill, rather than a more ad-hoc approach to the distribution of infill growth.

Bearing the above in mind, employing multiple population scenarios with flexibility to adapt as a key principle, with clearly identified stages of growth demand, is considered more robust and appropriate than a focus on a single population projection with targets at more local levels.

3.2 The Role and Function of the Greater Adelaide Regional Plan (p16-)

Integrated Planning

The Discussion Paper refers to the State Planning Policies (SPPs) which guide the strategic framework for, and, also, the scope of investigations required to support a review of a Regional Plan.

In this regard, it is of concern that there is no mention of an overarching transport or infrastructure plan with which an integrated land use plan would have a critical dependency. A robust process for integrated planning of land use, transport and infrastructure is required to fulfil the integrated planning intent of SPP 1, and, also, the public interest in timely, economical, and effective service provision.

The Council supports statements in the GAROC Issues Paper that coordination of investment in infrastructure is an essential role of the Regional Plan and that for this Plan to be successful State Government agencies and organisations need to recognise that the Plan is the pre-eminent plan for the greater Adelaide region. This will need to be agreed with local Councils and clearly reflected in the *20-Year Infrastructure Strategy*.

The Discussion Paper offers only a high-level description of investigations needed to support integrated planning. Local government needs to be involved in the scoping of the detailed investigations. Growth directions need to be underpinned by robust analysis of existing and future physical and social infrastructure capacities and provision.

Spatial Clarity

There is also a need for finer-grained spatial planning for future priorities at sub-regional level in a more strategically focussed Greater Adelaide Regional Plan.

This requires better maps than provided in the Discussion Paper and the 2017 version of the Regional Plan, otherwise spatial intent will be unclear. Open Space map, Figure 16, in the Discussion Paper, for example, depicts a MOSS corridor along the River Torrens which is visible only with persistence and difficulty.

State Planning Policy 2: Design Quality, explicitly aims to "*recognise the unique character of areas by identifying the valued physical attributes in consultation with communities and respect the characteristics and identities of different neighbourhoods, suburbs and precincts by ensuring*

development considers existing and desired future context of place". This is not feasible without more granular detail and mapping at a better scale.

Because alignment with the Regional Plan is the basis for decisions on whether Code Amendment proposals should proceed, the integrity of the Code Amendment system rests on the spatial and policy clarity of the Plan to a large degree.

3.3 Strategic Foresight and Global Trends (p34)

Because this section contains only a list of (sometimes single word) themes, without explanation or discussion, it is difficult to comment.

3.4 Outcomes for Greater Adelaide (p36-)

The Commission has proposed the following four outcomes *'to guide the discussion about how Greater Adelaide should grow'*:

- A greener, wilder and climate resilient environment;
- A more equitable and socially-cohesive place;
- A strong economy built on a smarter, cleaner, regenerative future;
- A greater choice of housing in the right places.

On page 37, the Commission asks:

"What do you think of the four outcomes guiding how Greater Adelaide should grow?"

Are there any other outcomes the commission should consider?"

RESPONSE:

All four outcomes are important. Other important themes that need to be elevated are:

- Planning with the community
- Transport and infrastructure
- Conserving cultural heritage.

The latter is somewhat buried in the section headed, 'A more equitable and socially cohesive place'.

Missing from the four outcomes for Greater Adelaide is the concept of good design outcomes and building great communities where people want to live. The importance of timely delivery of both physical and social infrastructure is key to the achievement of this outcome.

3.5 Urban Greening and Biodiversity (p45-)

The Council has adopted targets, policies, plans and programs to protect and enhance environmental quality, including a *Tree Strategy 2022-2027* and a *Corporate Emissions Reduction Plan 2020-2030*, as well as partnering with eastern metropolitan councils through Resilient East to deliver a coordinated response to adapt to climate change.

Our approach to climate change

The content of the Discussion Paper on climate change under this heading is very high level. The context includes South Australia's goals of reducing State greenhouse gas emissions by 50% below 2005 levels by 2030 and attaining net zero emissions by 2050.

Far more will need to be done than is presented in this Discussion Paper to achieve these goals, and to adapt to climate change.

As in past regional plans, compact and transit-oriented urban form is presented as the lead mitigation strategy for regional land use planning. However, at this point in the regional planning review, there is a disconnect with low-carbon transport policies, and scant information regarding, or commitment to an effective integration of a fuller range of strategies for sustainable mobility. Whilst it is generally accepted that electrification alone is not a viable solution, but rather a mix of policies is necessary, electrification of transport, though comparatively sluggish in Australia, could be accelerated by the right mix of policies.

It is also evident that changes to urban form are too inherently slow and thus cannot be relied upon in isolation to deliver anything like the speed and scale of decarbonisation required. At any time, only a small fraction of a whole urban area is at the development front undergoing substantive change – and not all change will help reduce or limit emissions. There are barriers to higher residential densities both at the fringe and in inner suburbs. More efficient public transport taking a greater share of daily trips, requires a commitment to faster, more frequent and/or attractive (better promoted and coordinated) transit. Despite these significant reservations, it is important to ensure that opportunities for well-integrated, master-planned precincts of denser housing in proximity to transit stations, especially where transit travel times are less than by private vehicle, are not missed. These opportunities are increasingly rare though and need a more connected, transit-oriented, pedestrian-oriented approach, as achieved in some recent projects managed by Renewal SA.

Urban consolidation also has some downsides for climate adaptation – as do other growth scenarios, though with certain differences in terms of the range and intensity of impacts involved.

The Council seeks further consideration of the issues raised in the GAROC Issues Paper:

“The trend to smaller allotments with large dwellings is also exacerbating the heat island effect, where hard surfaces like concrete and steel absorb and then release heat. Recently metropolitan councils have undertaken and completed heat mapping projects, which highlights where there is a lack of greenery and more development and is often an urban heat hotspot. The heat island effect can make areas 4-10 degrees Celsius hotter than surrounding areas. Retaining trees on development sites is a balance between sustaining that amenity and the economic development of the land. Establishing priorities for the retention of trees is an important part of the planning process if the liveability and amenity of our communities is to be sustained in the long term.”

Currently, the environmental provisions of the *Planning and Design Code* are largely rudimentary (mostly only Performance Outcomes), lag behind best practice interstate, and are inconsistently applied to uses and zones. Consequently, there are significant missed opportunities to apply water-sensitive design, solar design, orientation, heat-proofing and shading or greening techniques to promote climate resilience and environmental quality – see further comments under Water Security below.

As noted in the GAROC Issues Paper on the 2017 Regional Plan:

“A primary climate adaptation pathway open for local government and State government partnership is the greening and cooling of our urban environments. This is a key consideration for urban growth development as well as for urban renewal and infill opportunities.”

“Local Government Grants Commission Data shows the significant annual investment local government makes in managing parks and gardens, with councils spending just under \$221million on parks and gardens in the 2019-20 financial year. State government estimates that the cost for a council to plant and maintain a tree on public land is in the vicinity of \$1,600. Trees and urban greening are central to climate mitigation and adaptation efforts and to achieving health and wellbeing outcomes. Policy is required in the Plan to promote increased urban and township greening.”

The Council seeks greater implementation of climate responsive design through planning instruments, including Regional Plans and the *Planning and Design Code* to overcome these recognised deficiencies.

Urban greening and biodiversity

Urban green space and biodiversity provide important economic, biophysical, social and health benefits, playing a critical role in moderating the urban heat island effect, and in stormwater management, through reductions in the extent of impervious surfaces and incorporation of 'storm-watered landscapes' at various scales within urban areas. They are key to achieving Adelaide's climate resilience and liveability.

While the benefits of urban greening and biodiversity are recognised in the current Regional Plan, the *Planning and Design Code* provisions alone are insufficient to stem the net loss of mature tree canopy and other vegetation. Interstate comparisons have revealed that South Australia's urban tree protection regime needs strengthening to prevent loss of mature and large tree canopy. Tree canopy mapping highlights that Adelaide is losing cover. The reasons include larger dwellings or significant extensions built on smaller blocks, pools, and a preference for 'low maintenance' living and smaller trees.

In 2018-19 the City of Norwood Payneham & St Peters had 23.97% tree cover, compared to a median tree coverage of 23.7% across the whole metropolitan area. Streets and other public land made up 30% of the Council area and accounted for half (12% of the 24%) canopy cover. Whereas private land accounted for 70% of the Council area and accounted for half (12% of the 24%) canopy cover. This means the greatest opportunity for urban greening through canopy cover is on private land, with 57% of private land for planting, compared to 19% of streets and other public land. Nevertheless, in 2020, the Council set a target to plant at least 500 new trees per year in streets and other public spaces - with the goal to increase green cover by 20% by 2045.

Lower provision of green space and pervious surfaces due to urban development trends, supported by current policies, will tend to reduce resilience to future climatic events. This places disproportionate and often unsustainable pressure on the public realm to provide space for greening. Urban infill, especially small-scale and ad-hoc, tends to eliminate green space and opportunities for greening both on private land and in the street.

It is of concern therefore that the draft *Design Standard for Residential Driveways* would over-ride local policies that seek to optimise tree protection and other outcomes. Fragmentation of roles and responsibilities, as proposed, risks degrading the quality and consistency of public realm curation resulting in, amongst other things, unnecessary and premature loss of mature street trees and opportunities to increase future street tree plantings.

Decarbonisation

South Australia's achievements in decarbonising electricity are significant. At the same time, however, transport emissions are rising and the recent benchmarking analysis recently released by the Committee for Adelaide (<https://committeeforadelaide.org.au/2023-benchmarking-adelaide-report/>), has found that Adelaide's carbon intensity is high compared to peer cities.

While the planning system can address transport emissions by enabling a more walkable and rideable urban form and better access to public transport as noted earlier, urban form changes incrementally at city-scale. Expanding the spatial extent of the city and potential satellite towns without a high-quality, attractive transit link, however, will tend to increase car dependence. This, without accelerated electrification of transport, is likely to work against decarbonisation.

With South Australia's less emissive electricity supply, electrification of motorised transport, private and public, is a clear priority for reducing transport emissions. How it may affect land use trends, for example, on main road frontages, travel behaviour and development policy need to be better understood.

Within the 30-year planning horizon, based on scenarios in the Australian Energy Market Operator (AEMO) Integrated System Plan, it is possible that 20-30% of cars in South Australia will be electric by 2030 and perhaps twice that or more by 2040. It is plausible that a trend towards electric mobility may increase the appeal of detached and semi-detached houses in suburban locations if they provide easier options for charging electric vehicles (EVs), compared with other forms of housing. Clearly, it will be

important to cater for EV charging across a range of housing types and locations. It is also plausible that electric mobility for drivers living in higher density housing is achieved with policy support (including for retrofitting of older complexes) and/or because it has become a selling point in some segments of the market – see local examples: <https://indaily.com.au/news/sponsored-content/2022/08/15/electric-cars-fuelling-demand-for-apartment-charging-stations/>

The ability to charge EVs at home, workplaces, universities, shopping centres and various public places not confined to main road corridors may influence and perhaps limit the suite of car-oriented uses competing strongly for strategic sites with main road frontage (given exposure to high volumes of passing traffic etc) as EV use reaches higher levels. How this plays out is very much a topic of speculation at this point though.

In summary, the trend to EVs has a range of potential implications for the Regional Plan with its 30-year horizon, and the *Planning and Design Code*. These will need to be addressed now or as soon as possible, not after the fact.

Natural hazards

A significant proportion of Australia's housing stock is highly vulnerable to hazards, including in the Greater Adelaide region. The implications include lower community resilience, higher insurance premiums, and higher costs for governments, the insurers of last resort. The benefits of climate ready housing, resilient communities and a planning system that effectively supports hazard management are considerable.

Hazards need to be given due priority by decision-makers in the planning system, and consistently so. A concern is that Private Code Amendment proponents may have no interest in evaluating and mitigating risks if they are not risking their long-term assets, and, by default, may transfer risk to others, such as Councils. This increases the onus on the Commission as well as the Council to fully understand and have due regard to the level of risk.

It is also important that the right tools are available so that responsibilities and costs are not transferred to or inherited by others, including Local Government, in inequitable and inefficient ways as sometimes occurs in the development process. Cost comparisons between infill and greenfield case studies referred to in the Paper need to be comprehensive (not selective) in the infrastructure costed. (See also comments under **3.10 Infrastructure and Services** below.)

The Council manages the floodplains and catchments of several urbanised creeks necessitating considerable public expenditure to improve the level of flood protection taking into account climate change and loss of permeability caused by cumulative infill.

The Regional Plan should address the cumulative impacts and potential solutions relating to stormwater highlighted in Infrastructure SA's current *20-Year State Infrastructure Strategy* (2020):

“A...challenge that increasing urbanisation presents is the ability to manage stormwater and mitigate urban flooding. An increase in storm frequencies and intensities will impact both existing and new storm mitigation infrastructure. Greater housing density can reduce permeable areas, increasing the amount of run-off, which has implications for stormwater system capacity. Stormwater harvesting provides an opportunity to both mitigate flood risk by reducing run-off volumes and provide an alternative water supply pending appropriate treatment. Key urban stormwater programs being considered by stormwater managers include new mitigation infrastructure, reuse projects, wetlands and other quality improvement measures to minimise harm to receiving water bodies. There will be requirements for upgrades to existing stormwater infrastructure as well as new flood risk mitigation infrastructure, in part because infrastructure is ageing. It will also manage the increased risks resulting from urban infill development and a changing climate. Appropriate planning policies are being considered to ensure that new urban development factors in the stormwater run-off implications.” (p164)

The steps taken to better align the *Planning and Design Code* and recent flood mapping are welcomed, but the stormwater provisions in the Code are too limited as discussed further below. Ongoing roles in hazard information and mitigation will need to be adequately resourced.

Water Connect (<https://www.waterconnect.sa.gov.au/Pages/Home.aspx>) displays old flood mapping for the City of Norwood Payneham & St Peters. This should be replaced with the new mapping which has been prepared by Tonkin Consulting and previously shared with relevant Departments (PLUS and DEW).

Water security

The *20-Year State Infrastructure Strategy* (2020) notes that:

- climate change will likely result in low average rainfalls;
- declining water availability in the southern section of the Murray-Darling Basin is anticipated by multiple studies;
- risks to reservoir inflows in the Mount Lofty Ranges place further increase pressure on the State's water resources.

This is a significant sustainability pressure for the State and aspirations for higher population growth will compound the need to manage water resources prudently and fund new infrastructure.

The *Planning and Design Code* can do more to support sustainable management of water resources. A first step should be more consistent application of water-sensitive design (and other environmental) provisions across zones and uses. Presently this is limited, and unduly inconsistent, partly due to the construction of Table 3 - Applicable Policies for Performance Assessed Development.

In the Employment Zone, for example, the following provisions apply to a Consulting Room, Office and Warehouse but not a Light Industry, Service Trade Premises or Store:

PO 31.1

Development likely to result in significant risk of export of litter, oil or grease includes stormwater management systems designed to minimise pollutants entering stormwater.

PO 31.2

Water discharged from a development site is of a physical, chemical and biological condition equivalent to or better than its pre-developed state.

Of the uses listed above, the following is only applicable to a Warehouse (in the Employment Zone):

PO 5.1

Development is sited and designed to maintain natural hydrological systems without negatively impacting:

- the quantity and quality of surface water and groundwater*
- the depth and directional flow of surface water and groundwater*
- the quality and function of natural springs.*

It is important to note that a larger range of zones, uses and environmental provisions are affected by similar inconsistencies to the example provided above.

Related to this, it is of concern that recent Code Amendments have arbitrarily triggered removal of an Overlay such as the Stormwater Management Overlay and Urban Tree Canopy Overlay without a logical justification for removal based on the physical context or risk. Where increased land use intensity will result in increased runoff from building roof surfaces and impervious site areas, a Code Amendment should be considering policy change to enhance environmental outcomes, instead of removing Overlays which are constructed in the Planning and Design Code to apply only to neighbourhood zones. For example, rezoning from Established Neighbourhood Zone to the Community Facilities Zone, Urban Corridor Zones or Suburban Business Zone triggers removal of these Overlays without adequate "replacement" policy to achieve better sustainability outcomes. The Code's system of Overlays will not achieve the intended outcomes if contingent on a zoning choice, in a manner which disregards the Overlay's Desired Outcome.

Other examples of land uses and locations where water-sensitive urban design policy does not apply are well documented and have been previously raised through various submissions by this Council, the Local Government Association, other Councils, Resilient East, and the Department for Environment and Water.

On page 57, the Commission asks:

What else could the Greater Adelaide Regional Plan do to contribute to a greener, wilder and climate resilient environment?

RESPONSE:

The Council suggests the following areas to be addressed in the Regional Plan:

- Influencing a review to help understand the cumulative environmental impacts of urban development, and to develop best practice policies for consistent inclusion in the *Planning and Design Code*.
- As an immediate priority, increasing the applicability of the general environmental provisions of the *Planning and Design Code* to ensure that opportunities to address sustainability are consistently applied to relevant uses and zones.
- Promoting the electrification of transport, both private and public, via the Regional Plan and the *Planning and Design Code*, as well as other policies.
- Maximising additional public or communal greenspace to support climate-ready communities, increased green cover, improved stormwater management, regeneration of urban creek-lines and urban heat mitigation.
- Ensuring that regional planning addresses hazards, including where critical infrastructure and/or growth options intersect hazard-prone land and there is a need to consider available alternatives.

3.6 A More Equitable and Socially Cohesive Place (p58-)

This section of the Discussion Paper acknowledges a decline in social equity but lacks a clear articulation of drivers and remedies. A key issue is **housing affordability**. The minimum cost of delivering housing, comprising physical construction costs, land and the profit required for taking on the risk (in a market-driven model), limits the housing affordability that can be achieved by the market.

Concentrating growth to capitalise on existing, or planned, well serviced areas, as suggested in the Paper, would tend to favour those who are already advantaged by location and/or can afford to move into such areas. This, plus some competition for scarce sites by other uses, is a major issue in the City of Norwood Payneham & St Peters. Near-CBD locations, because of their urban geography and a housing market which values CBD-proximity, present very substantial barriers to housing affordability, unless there are measures such as funding of social housing as occurred historically at Dr Kents Paddock in Kent Town.

There is a role for supporting housing diversity and affordability through rezoning. However, the increasing affordability gap is not being effectively addressed by this alone. Redeveloping established, close-knit, urban or suburban settings, involves trade-offs to limit external impacts. This can limit dwelling yield and affordability (in addition to other factors). Fragmented land ownership – including across most of infill growth investigation areas suggested in the Paper - compounds the problem.

Part of the solution may be promoting small-scale alternatives for affordable living that do not impose on local character. The Council notes that a recent change to the definition of ‘ancillary accommodation’ in the *Planning and Design Code* tends to decrease flexibility to pursue this option.

A few large Inner Rim sites close to rail (in other areas) and/or the Adelaide Parklands offer obvious shorter-term opportunities for housing diversity, but a challenge will be to harness market and non-market housing providers to redress long-standing underinvestment in affordable housing.

This section also references design quality, and a “more targeted approach to infill development to preserve neighbourhoods of major historic or cultural significance” (on page 62) which is supported.

In relation to good design, the Council supports the following comments in the GAROC Issues Paper:

“While the intent to enthusiastically promote good design is clear, this is not fully realised in the Planning and Design Code, which is the most practical and effective instrument available to realise the intent of the PDI Act. It is acknowledged that some design outcomes have been achieved, primarily relating to deemed to satisfy development, the need exists to continue to ‘raise the bar’, not only for residential development, but also for higher density residential development, commercial/retail and industrial developments.

The importance of design to good planning outcomes has been emphasised throughout the reform process, including:

- *The Expert Panel’s proposed Reform 9 Build design into the way we plan, recommending protections for streetscape, townscape and landscape character to be embedded within the Planning and Design Code, and the use of urban design approaches such as structure plans, Master Plans or Urban design frameworks at the local level.*
- *The PDI Act’s specific reference to high quality design, including explicit direction that amongst other attributes design should respond to local setting, character and context, be adaptive and compatible with the public realm, be inclusive and accessible to people with differing needs and capabilities, and support active and healthy lifestyles and to cater for a range of cultural and social activities.*
- *State Planning Policy 2 Design Quality (SPP2) which aims to elevate the design quality of South Australia’s built environment and public realm, [and] sets out Principles of Good Design and Principles of Universal Design.*

Good design, placemaking and best practice standards must be a central objective of the Plan and local government remains supportive of the Design Guidelines- Design Quality and Housing Choice, prepared by the Office for Design and Architecture and the Principles of Good Design included within the Guidelines.

To be effective, these Guideline and Principles need to translate into the Planning and Design Code to enable them to form part of the assessment process to encourage design quality and enable good design outcomes through the Planning and Design Code.

The opportunity exists through the Plan to strengthen design quality within the Planning and Design Code by consistently requiring a high standard of design elements and features within all types and scales of dwellings, commercial, industrial and rural developments.”

Other Design Issues

It is submitted that there is a need to review the performance of the provisions of the *Planning and Design Code* relating to Corridor Zones.

The scope needs to address the design of multi-level housing and mixed-use development and whether the provisions are effective in supporting vibrant, active street frontages with good walkability, cycling networks and vibrant, human scale public realm. Often these objectives are at odds with the achievement of fast and efficient movement of heavy volumes of traffic along arterial roads and not conducive to high density living and pedestrian scale activity.

It should also have regard to relevant case studies and variations in local context, including:

- sensitive and iconic settings like The Parade, Norwood, with heritage shops, narrow side streets and high-street retail; and
- where infill sites are close to, often abutting, areas of attractive low-scale housing especially in the Historic Area and Character Area Overlays.

The Council has expressed concerns previously about the loss of policy nuance and clarity due to provisions introduced by the *2013 Urban Corridor Development Plan Amendment*, being replaced or heavily modified in the *Planning and Design Code* resulting in some poor on-ground outcomes. A request has previously been made to the Code Control Group of Planning and Land Use Services to pursue these objectives through a Code Amendment process, but this work has been unable to proceed.

Planning reports on recent development applications for mixed-use development fronting The Parade in the Urban Corridor (Main Street) Zone have highlighted significant policy tension between Planning & Design Code provisions supporting tall, bulky buildings that maximise dwelling yield, and the attractive main street character of the setting which is vulnerable to development not of human scale.

The Council considers that the height (bonus) and setback provisions of the Urban Corridor (Main Street) Zone and associated Overlays need to be reviewed to protect the character and design of the main street. The assessment of such nuanced design issues for these local contexts has been compounded by the removal of Council's assessment powers for such developments, often leading to poor design outcomes.

The Council welcomes the opportunity to further discuss these issues, as offered by the Chair of the State Planning Commission, Mr Craig Holden, at the Regional Plan Information Session with Elected Members.

Though the subject of a separate consultation, it is submitted that the proposed reforms to the approval process for driveways in conjunction with the draft *Residential Driveway Crossover Design Standard*, will put at risk the socially cohesive management of important pedestrian space. This will be addressed in more detail in a separate submission.

Another design-related issue affecting the public-private interface and, in particular, municipal service delivery, is the impact on efficient waste collection of the Code's access provisions relating to higher-rise developments.

Mostly, these issues were raised in previous submissions by the Council to the Commission.

On page 64, the Commission asks:

What else could the Greater Adelaide Regional Plan do to contribute to a more equitable and socially cohesive region?

RESPONSE:

The Council seeks that the following matters be adequately investigated and addressed in the Regional Plan:

- The Regional Plan providing a robust framework for integration of land use, infrastructure and social equity and cohesion, supported by sound governance, local area planning, delivery mechanisms and public investment over the longer term.
- A more targeted approach to infill to deliver housing diversity and maintain heritage and significant character values.

- The State Planning Commission in partnership with Local Government agreeing on an approach to reviewing the current Historic Area and Character Area Overlay to enable more effective heritage and character protection. (Steps in this direction announced in very recent correspondence from the Commission about Area Statements are acknowledged.)
- Inclusion of good design guidelines in the *Planning and Design Code* as advocated in the GAROC Issues Paper.
- A design-oriented review of provisions relating to development in corridor zones as discussed above.
- Research to determine if the affordable housing policy is delivering what was intended and if other mechanisms are needed.
- Investigation of alternative housing models, including but not limited to, highly affordable and sustainable forms of housing.
- Full impact assessment of reform measures that impinge on community assets and the role of Local Government in managing the public realm, including those relating to residential driveways and crossovers.

3.7 A Strong Economy Built on a Smarter, Cleaner, Regenerative Future (p66-)

The City's employment-generating businesses are mainly located in:

- retail-dominated or commercial strips along main roads;
- two main light industrial areas, Kent Town - Stepney - West Norwood and Glynde
- shopping centres with large tract of on-site carparking at Firle, Marden and The Avenues.

The City of Norwood Payneham & St Peters is committed to growing a strong local economy by promoting and developing its business precincts and encouraging investment across key business sectors. The Council is working collaboratively to protect, enhance and diversify local employment activities.

The Discussion Paper includes statements which both align, and in some instances challenge this goal.

Page 68 of the Discussion Paper states that:

“Traditional industries will still require dedicated land separated from other uses and near freight routes. But growth in cleaner and quieter industries is expected to increase demand for inner suburban employment lands too.”

The Council generally supports the following in the Ideas for GARP (page 71):

1. *“Protect and capitalise in employment land in the Inner Metro...for future knowledge-based industries and innovation precincts.”*

Employment lands suitable for manufacturing are scarce east of the CBD. The City of Norwood Payneham & St Peters is keen to promote both knowledge-based industry and precincts for food and beverage industries as an ongoing part of the local economy, and in doing so, address tensions which may arise with residential growth drivers if not effectively managed. It should be noted that the Council has initiated investigations relating to the Stepney and Glynde Employment Zones – see further discussion in section **3.19** of this submission.

On page 68, the Paper suggests that car and ride sharing could lead to demand shifts from public transport back to cars, which in turn might increase congestion. This is open to question with some research indicating car share users reduce their use of cars and increase their use of public transport.

On page 72, the Commission asks:

What else could the Greater Adelaide Regional Plan do to contribute to a strong economy built on a smarter, cleaner, regenerative future?

RESPONSE:

The Council supports:

- A clearer commitment to more comprehensive protection of employment lands in accordance with the direction in State Planning Policy 9 – Employment Lands to identify and ensure sufficient supply in appropriate locations to meet future demand for both traditional and new industries.
- A more targeted approach to infill to deliver housing diversity without sacrificing employment goals.
- Adequate protection of scarce inner-suburban employment lands.
- Well-researched strategies to support the strengths and make the most of economic opportunities in the Stepney and Glynde Employment Zones - refer **3.19** below.

3.8 Greater Choice of Housing in the Right Places (p82-)

The proportion of new housing other than detached dwellings in the City of Norwood Payneham & St Peters has increased, partly in response to rezoning of strategic Inner Rim sites which has favoured apartments developed in multi-storey, mixed-use buildings. However, there remain considerable barriers to achieving diversity plus affordability.

On page 79, Ideas for GARP include:

“Plan for a high growth scenario and stage the release of land to meet forecast demand.”

This is not considered to be a very workable approach in fragmented infill contexts, where development can tend to occur more erratically, regardless of strong demand for near CBD land and other attractions. This, together with the potential for other uses to occupy main road frontages instead of envisaged housing, is likely to frustrate effective prediction and staging of housing growth.

Rather than entire road corridors, more selective areas of land should be identified based on multi-criteria analysis and comparison of the relative merits of different land use and density / form outcomes and drivers such as improved transit quality. Rezoning for significantly more dense housing along lengthy main road corridors risks fragmented take-up that is more difficult and expensive to service and/or fails to deliver the attractions commonly associated with ‘main street’ apartment living.

The concept of Investigation Areas is useful however and helps scope the next steps. These should include far closer integration with more detailed strategies in key decision-making areas relating to transport – including faster transit (potentially), freight routes, and project timing (if possible).

On page 80, the Commission asks:

What else could the Greater Adelaide Regional Plan do to contribute to the delivery of greater choice across housing types and locations?

RESPONSE:

The Council supports:

- Not only a more targeted approach to infill to deliver housing diversity and maintain heritage and significant character values, as proposed, but one which aligns rezoning of potential higher density development sites to an orderly servicing and staging sequence and avoids poor quality, fragmented outcomes.
- Effective strategic planning and master planning which identifies and enables the best diversity and affordability outcomes from the optimal 'strategic infill sites' which are generally larger ones.
- Further investigation of urban growth opportunities as well as constraints and key dependencies with transport decisions and projects.
- A review of the effectiveness of 'affordable housing' policies such as those in the *Planning and Design Code*, which trigger a height bonus that is not always appropriate to the setting.
- Research to determine if the affordable housing policy is delivering what was intended when the policy was introduced or if other mechanisms are needed.
- Investigation of alternative housing models, including but not limited to, highly affordable and sustainable infill housing, like the innovative Nightingale Bowden project, co-housing (the subject of a proposed Code Amendment) and ancillary accommodation.

3.9 The Urban Form to Bring Our Vision to Life (p82-)

On page 87, it is stated that:

"Many of Adelaide's most sought-after suburbs (eg. Glenelg, Parkside, Gawler, Norwood and North Adelaide) already embody the Living Locally concept. Research across Australia shows people prefer neighbourhoods with good access to high quality local transport and within easy reach of family, work, shops and amenities."

The aspirations expressed about 'Living Locally' are strongly supported, however this needs to be demonstrated through addressing various issues raised in this submission to focus attention on the creation of pleasant, well-designed streetscapes and local areas.

On page 87, the Commission asks:

What neighbourhood features enhance living and working locally?

The elements defined on page 86 are all important.

The right tools and timely investments will be key to delivery, especially in new neighbourhoods and areas undergoing significant urban regeneration.

There will also be challenges in existing suburbs which do not share the advantages of the 'sought after suburbs' listed above and lack open space and multi-modal transport options for example, and therefore tools and resources to 'retrofit' are also needed.

Wherever neighbourhoods can be master-planned or comprehensively redeveloped, eg. older SAHT precincts, fuller regard to climate resilience strategies will be important – for example, incorporate shade structures in new or redeveloped activity centres along with electric vehicle charging.

3.10 Infrastructure and Services (p92-)

The Discussion Paper contains limited information about the nature of infrastructure, and integrated land use-infrastructure planning, to support the various growth options. The growth corridors flagged highlight the critical relationship of regional land use and infrastructure planning, but the actual elements and implications are ‘known unknowns’ in the available documentation to date, which is of concern.

Transport was a significant element of earlier Greater Adelaide and metropolitan plans. The priority of integrated planning needs to be elevated as a central pillar of the work the Commission is leading with at least a similar level of transparency to past versions of the regional plan. This is especially so given contemplation of settlements beyond the reach of current public transport services and more extensive Urban Corridor zoning within the inner and middle-ring suburbs.

State Planning Policy 1 includes the following expectations:

“Regional Plans should ensure that future growth is identified in a way that can be supported by infrastructure.

The logical sequencing of development is important to the cost-effective delivery of infrastructure and in maximising positive social and environmental outcomes.

Infrastructure agencies must be involved in this initial planning work to ensure these impacts are well understood.

The mapping of infrastructure, existing patterns of growth and areas that need careful management or protection will be required in Regional Plans...”

The existing 20-Year *State Infrastructure Strategy* prepared by Infrastructure SA (2020) provides useful insights though it is now under review with a separate Discussion Paper having been issued. These include that Adelaide is reaching a tipping point due to increasing traffic congestion, and to remain a globally attractive, economically productive, and liveable city, it will need to transition from heavy reliance on private vehicles to a more efficient public transport network that takes a greater share of daily trips. The rationale for growth along transit corridors, for example, is highly reliant on effective land use – transport (including transit) integration, yet at this point, it is very unclear how this will be delivered.

Quantification of potential additional growth anticipated or implied by depiction of growth investigation areas to help determine infrastructure needs must be part of the regional planning process. For example, the Housing Diversity Zone in several north-eastern suburbs of the Council area are included in a depicted growth investigation area. It is unclear at this stage whether the intent is to re-set policies for these areas to increase potential density or not, and if so, what this will mean in terms of the school-aged cohort of the population in school catchments and any additional demand on existing educational facilities, for example. The same applies for other proposals for growth.

As noted earlier, there is a need to address mechanisms for sharing the cost of infrastructure equitably and efficiently. At present, cumulative infill development decisions are decoupled from resolution of significant contingent servicing and public realm issues, other than where Infrastructure Agreements or Land Management Agreements are negotiated and in place before finalisation of a Code Amendment, which occurs infrequently. In many circumstances, such agreements are not possible under the *Planning Development & Infrastructure Act* which means the costs of growth management will therefore be borne by the community with Local Government expected and/or obliged to invest in mitigation or public realm enhancement measures.

As well as attending to these gaps in effective mechanisms, the scope of further investigations to underpin the Regional Plan should encompass full social cost comparison of infill and greenfield development, not an investigation of selected costs only.

3.11 Principles for Identifying Land for Housing and Jobs (p101-)

1. We will plan for a high-growth scenario and stage the release of new land to meet the forecast demand of 300,000 dwellings by 2051.

Planning for the realisation of a high-growth population scenario, as proposed, is not adequately justified. The planning methodology including means of mitigating potential negative implications is unexplained. Due regard needs to be given to resolution of potential or likely tensions with climate resilience, sustainable mobility, economic infrastructure provision, retention of primary production land, and other important issues.

The principle of planning for a high (highest) population growth scenario requires better justification and explanation and raises a range of issues and concerns. One of the characteristics of future change is uncertainty, and a better approach might be to work with a framework of multiple scenarios with flexibility to adapt as a key principle. Planning for the highest population projection involves clear risks, including misdirection of public resources and undue pressure on primary production and employment lands, including due to anticipation of future land use change.

With any set of growth priorities, demand pressures on infrastructure and resources will need to be well understood and planned for by the State Government.

The approach suggested to achieve the full set of visions articulated in the Discussion Paper relies on the efficacy of mechanisms for staged growth management, servicing, and integrated local planning. A concern is that the current limitations of the *30-Year-Plan for Greater Adelaide* in defining constraints, and guiding the delivery of growth (timing, servicing etc), *except* in respect to legislated elements - the Environment and Food Production Areas and Character Preservation Districts – will be repeated.

Principle 1 is open to interpretation that housing growth will take priority over protection of employment lands. If there is no corresponding commitment to a jobs target, this creates asymmetry in terms of the perceived priority of population growth versus jobs growth or success measures / targets.

There is merit in a wider range of targets than the 2017 Update's more limited range of targets compared to earlier regional plans.

Without a more comprehensive and detailed response to the issues and concerns summarised above, however, the Council has significant reservations about Principle 1.

2. Sub-regions will have their own distinct part to play in Greater Adelaide's future and each Local Government Area will have targets to accommodate growth.

A sub-regional approach is supported. Within the City of Norwood, Payneham & St Peters, potential tensions with liveability, sustainability, tree canopy, heritage and character areas, and employment diversity, for example, will need to be carefully managed in any residential growth scenario.

The Council has reservations about the potential for a less-than-collaborative approach which are linked to the reservations expressed in relation to Principle 1 above. Top-down approaches to target setting without bringing to bear a full range of evidence and appreciation of context and local variation, would be problematic, and should not be decoupled from sub-regional level analysis of constraints and opportunities or weightings that the community may give to alternative outcomes.

Other principles in the Discussion Paper cover transparency of costs to the community, but this includes only an indirect reference to housing affordability and other issues like liveability, sustainability and public realm improvements that may need to be elevated in importance.

A range of constraints are acknowledged by the Commission in this Paper, for example:

"The Commission also recognises the value of heritage and character areas. We acknowledge these areas offer limited opportunity to accommodate growth."

The Council welcomes this statement.

The Council also concurs with points made elsewhere about fragmented ownership being an impediment to site assembly, the need for development of corridors to be sensitively integrated into the surrounding urban form, with the design and interface carefully managed, and recognition of the need to ensure enough local employment land to service residents (see also comments on **Employment Lands** (3.19).

Other local constraints have been noted elsewhere under **Infrastructure and Servicing** (3.10) and **Urban infill growth** (3.13).

3.12 Greenfield and Satellite City Growth (p111-)

Growth along the eastern spine (Mount Barker and/or Murray Bridge) has traffic implications for road corridors in the inner suburbs including, in the City of Norwood Payneham & St Peters, along Portrush Road, not just the South Eastern Freeway, as hinted on p.123:

“Transport planning work will be required to rationalise and develop long-term infrastructure improvements that will meet expected future travel demands associated with growth. It will be important to encourage future employment growth and reduce commuter travel numbers on the South Eastern freeway.”

The Eastern Spine links directly with the South Eastern Freeway via Portrush and Cross Roads.

It is reasonable to assume that fringe expansion or ‘leap-frog’ growth options will increase car dependence especially without significant extension to and improvement in public transport.

It is noted that the Infrastructure SA’s current (2020) *20-Year State Infrastructure Strategy* has identified that:

*“Planning studies should be completed to identify the most efficient solutions that provide the greatest economic benefit to expand the network, with a focus on key links from the South Eastern Freeway and North-South Corridor. Studies into creating a more efficient ring-route network should also be completed. Completion of investigations into Globelink identified the potential opportunity for a new non-stop corridor from the South Eastern Freeway to the southern end of the North-South Corridor in the very long term; however, priority should be given to **incremental improvements to existing corridors, including along Cross Road and Portrush Road**, and the existing rail corridor through the Adelaide Hills.” (p135)*

[emphasis added]

It is noted that the presence or relative lack of long-haul freight traffic on particular arterial roads may influence their potential to support corridor housing on mixed-use, multi-level formats.

3.13 Urban Infill Growth (p127-)

On pages 127 and 129, the Commission asks:

How can infill development achieve an urban form that is consistent with the principles of Living Locally?

What do you see as the benefits and drawbacks of infill development?

Where is the next generation of strategic infill sites?

RESPONSE:

The Council supports:

- Investigation of corridors that is collaborative, evidence-based and includes a review of the performance of policies for Corridor Zones as recommended in the GAROC Issues Paper.
- Not only a more targeted approach to infill to deliver housing diversity and maintain heritage and significant character values, as proposed, but one which aligns rezoning of potential higher density development sites to an orderly servicing and staging sequence and avoids poor quality, fragmented outcomes.
- Adequate protection of scarce inner-suburban employment lands.
- The Regional Plan to reflect local employment goals and strategies and proper investigation of the implications of anticipation of conversion to high-density housing and other risks for the viability and longevity of employment lands.
- A commitment to greater design quality and certainty and clarity about realisation of the physical outcomes sought by the *Planning and Design Code* as part of the Commission's commitment to 'better infill'.

On page 128, the term, "strategic infill sites", is defined as sites capable of generating a net housing increase of greater than 10 houses. This sets quite a low threshold compared to examples cited in the Discussion Paper which have potential dwelling yields in the hundreds.

It is noted that the land supply analyses released by the Commission indicate more infill potential in the north-eastern part of the City of Norwood Payneham & St Peters and the City of Campbelltown than inner suburbs of the Council area closer to the CBD.

Nevertheless, there is still significant unrealised potential for mixed-use uplift on land re-zoned by the *Kent Town and The Parade Strategic Growth Development Plan Amendment* (authorised, 31 October 2013), or the *Inner and Middle Metropolitan Corridor (Sites) Development Plan Amendment* (authorised, 19 December 2017), as well as in the nearby CBD (City of Adelaide) and other Inner Rim strategic infill sites.

It is very conceivable that opportunities close to the CBD can cater for significant demand for higher density living without any foreseeable need to up-zone the many kilometres of land fronting Payneham, Magill, and Kensington Roads shown in the depicted corridor investigation areas. It is noted that the former industrial land re-zoned in the Minister's *Payneham and Stepney Strategic Sites Development Plan Amendment* (authorised, 11 February 2021) has yielded new 3-storey dwellings at Stepney. However, the larger re-zoned site at 372 Payneham Road, the former Schweppes factory site in Payneham, has been redeveloped for low-rise big-box retail instead of the multi-level housing sought by the Urban Corridor Living Zone.

Given competition with other uses attracted by main road exposure it will be important for the Commission to investigate how new housing via 'uplift' can be a viable alternative in corridor locations beyond where it is currently occurring, and/or sought by zoning policy, and to avoid re-zonings that far exceed realistic expectations of future demand.

The retail-only outcome at 372 Payneham Road, despite Urban Corridor zoning and a 3 to 5-levels range for building height, may reflect factors like distance from the CBD and different market imperatives to inner areas. It is unlikely to be an isolated instance. Land use pressure can be expected to be intense in similar locations along busier arterial roads, making it harder to achieve dwelling yields than in a different commercial context like Churchill Road perhaps.

These factors, and the potential sensitive interface, design and serving issues, should be further investigated by the Commission as part of detailed research for each corridor in the proposed growth area investigations.

An investigation of additional strategic infill sites will need to address a suite of issues discussed under **Employment Lands** below, including further decline in manufacturing due to increased land use competition and conflict.

In seeking to achieve growth via uplift, it is also important to **plan with communities**. It is noted that the *Planning and Design Code* has avoided a **form-based approach** some would argue offers a path to a more predictable environment for the market, enabling community, developers, and other stakeholders to visualise likely outcomes and move more easily towards a shared physical vision of a place.

The *Planning and Design Code* is difficult for community members to navigate and interpret. Many feel disenfranchised by outcomes that 'breach' assumed form height or other parameters, a function of the Code optimising flexibility rather than policy certainty and clarity, but in doing so, tending to diminish the prospects for a social licence for infill development outcomes.

See further comments under **Urban Corridor Development** (3.14), **Regenerated Neighbourhoods and Urban Activity Centres** (3.17), **General Infill** (3.18) and **Employment Lands** (3.19) below.

3.14 Growing the City Centre (p130-)

It is recognised that the City of Adelaide offers a greater and different residential growth opportunity to most areas in the City of Norwood Payneham & St Peters, noting that Kent Town is very close to the CBD.

The City of Adelaide seems to have experienced a short interval of **negative** local growth in the year prior to the last census, whereby population growth appears to have been disproportionately impacted by the Covid-19 pandemic response in the year leading up to the 2021 census compared to Greater Adelaide. This, and future volatility and uncertainties in the higher-rise housing market should be addressed in setting targets and establishing new strategic infill sites.

3.15 Urban Corridor Development (p134-)

The areas for investigation for future urban corridor development with the Council area front Payneham Road, Magill Road, and Kensington Road, as shown on page 137 (**Figure 10**) of the Discussion Paper. All have significant interfaces with the Historic Area Overlay or Character Area Overlay. (The main exception is the section of Payneham Road east of Portrush Road.) There needs to be careful consideration of the appropriate intensity and scale of development on the adjoining land in parts of the urban corridor (land fronting the arterial road) that may be included in a growth area.

See also comments relating to land use competition and viability of housing options, interfaces, design, and servicing, in 3.13 above.

The Discussion Paper acknowledges some constraints or challenges with this option – for example, on page 134:

“This form of strategic infill presents different challenges relating to its ‘strip’ form – predominantly between main arterial roads and established low density residential areas within inner and middle ring suburbs.”

The GAROC Issues Paper included the following relevant comments:

“There has been significant community concern relating to development undertaken (or proposed) in the urban corridors that are in close proximity to Neighbourhood-type zones. Concerns relate to:

- *car parking, lack of carparking within developments and increased on street carparking;*
- *height disparities of new development that result in a development overlooking another. Particularly where buildings of 3+ stories are not required to have obscure glazing even where directly next to low density housing;*
- *the impacts of urban corridor zones on sites that only face secondary streets;*
- *the lack of public notification; and*
- *the disconnect in ensuring that a sensitive transition and treatment at the interface between disparate zones is achieved.*

Urban corridors can also share boundaries with historic and character area overlays and there appears to be a policy gap in sensitively transitioning between the objectives of competing zones and overlays in close proximity.

Urban corridors were also intended to facilitate development on amalgamated sites, however it appears that site amalgamation is not generally occurring and there is no incentive to do so.”

The GAROC Issues Paper recommended:

“Undertake a review on the impact of Urban Corridor Zones and whether they are performing as intended. This review should consider the effectiveness of policy on amalgamation of sites, overlooking developments, car parking and what impacts the built form outcomes are having on the amenity of Neighbourhood type zones with a particular focus on policy that helps to provide:

- a. sensitive treatment of height disparities at the interface of zone boundaries*
- b. design techniques and*
- c. sensitive transitions are supported and achievable.*

The Council concurs with the above points and strongly supports the investigations by the Commission as recommended by GAROC.

The Urban Corridor Investigation Areas proposed in the City of Norwood Payneham & St Peters vary, but common characteristics are:

- a high degree of land ownership fragmentation;
- existing uses of intrinsic social and economic value and of uncertain longevity;
- very few vacant sites, which are generally very compact;
- a moderate to high degree of interface and overlap with heritage and historic character;
- served by bus routes; and
- periodic high volumes of traffic with limited capacity to accommodate higher peaks.

The rationale for urban growth corridors along arterial roads connecting directly with the CBD was spelt out in the *2015 Integrated Transport and Land Use Plan (ITLUP)*, and includes competing demand for

road space, increasing congestion, and potential efficiencies of public transport. ITLUP further stated, as follows:

“To offset these impacts and encourage greater use of public transport, it is important that services are integrated with land use planning and matched with projected demand to ensure communities receive regular, reliable levels of service.

The increased use of public transport can be enhanced through a more compact urban form, mixed land uses and increased population and employment densities in appropriate locations.

Planning for increased densities must be done in conjunction with public transport planning. *This will ensure growth is focussed in areas where transport service frequencies and capacities can be increased to accommodate growth without compromising quality of life or losing the attractiveness of the services.*

Focussed capital investment into transport services is a complementary lever (outside of the planning system) which can also lead to a more efficient and urban form, reduce traffic congestion and contribute to the growing market demand for residential development. This is as relevant to regional centres as it is to inner metropolitan and city areas.”

[emphasis added]

Conversely, if decisions relating to public transport planning are not well integrated with land use planning, denser ‘transit-oriented’ development will be harder to justify and achieve. Challenges include:

- Transit patronage is low and has fallen.
- Investment in mass transit in Greater Adelaide has been modest compared with the other major capital cities.
- Traffic congestion, affecting buses on roads, has grown.

To date, Urban Corridor zoning in the Council area has been confined to land along arterial roads, plus King William Street and Rundle Street (Kent Town). Sites like Norwood Green on Magill Road, and the Coles site and elsewhere on The Parade, have proved attractive for high-density apartments. A policy trade-off that helped attain a level of ‘buy in’ was retention of abutting areas of low-rise character or heritage housing. Nevertheless, there is concern that areas of single-storey original dwellings in the Historic Area Overlay and Character Area Overlay are inadequately protected from the impacts of higher-rise development in the Urban Corridor zones, given a lack of detailed, nuanced policy for interfaces in the *Planning and Design Code*.

The prospect of ‘uplift’ along corridors more removed from the CBD than the above-mentioned sites, poses similar and additional challenges. The latter include potentially weaker opportunity for ground-floor non-residential use, and greater risk of an increased burden on local authorities to help achieve a level of public realm quality to enhance the vision of an enhanced residential / public realm environment if mixed-use private development is highly dispersed and fragmented along a main road or main roads.

Except towards the eastern end of **Payneham Road**, the urban corridors identified for investigation in the Discussion Paper about areas of low-rise character or heritage housing on at least one side. Further, the St Peter-College Park side of the western-most section of the Payneham Road corridor is in the Historic Area Overlay. (This is mixed use in character, in contrast to residential areas behind.)

While land on the opposite side in Stepney is mostly zoned Employment, the future development policy for this significant employment land requires a more holistic review of the Stepney Triangle from an economic development perspective, as discussed further under **Employment Lands** (3.19).

3.16 Mass Rapid Transit Investigation Areas (p137)

On page 137, **Figure 10 – Proposed areas of investigation: Strategic areas of investigation** depicts what are described in the Legend as ‘Mass Rapid Transit Investigation Areas’ - five elongated areas radiating out from central Adelaide.

One of these contains Kent Town, Norwood, Kensington and parts of Hackney, College Park, Stepney, Maylands, Trinity Gardens and St Morris in the City of Norwood Payneham & St Peters, extending nearly the full length of Magill Road (in the north), and The Parade, and Kensington Road (in the south) to slightly east of Penfold Road in the City of Burnside.

The intent of these investigation areas is unclear, especially in advance of an updated Infrastructure Strategy or other known current and completed transport planning review.

The term, “mass rapid transit”, is suggestive of high-capacity transit with an exclusive right-of-way. It is noted that the three main east-west roads directly east of the CBD (Magill Road, The Parade and Kensington Road) are currently ‘Go Zone’ bus routes as well as catering for other vehicle traffic, bicycles lanes and timed vehicle parking. They all experience considerable traffic congestion. There is a significant dis-connect between the “mass rapid transit” aspiration suggested in the Discussion Paper, and more incremental investment in low-cost bus services suggested under Priority 21 in Infrastructure SA’s *20-Year State Infrastructure Strategy* (2010, p.129).

A plausible alternative therefore is a concerted effort to improving public transport without converting bus routes to other modes. The Parade Master Plan supports two-lane traffic flow, parallel parking, plus cycle ways and footpaths sufficient to cater for pedestrian movement and outdoor dining which leaves no room for fixed line transit. (The Masterplan, endorsed by the Council in May 2019, focuses on protecting the identity, appeal, and sense of place of Adelaide's premier main street, and the significant economic, social, and cultural elements that enhance the experience of people who choose to live, work, and visit The Parade.)

The Council submits that investment in better transit is justifiable for a wider range of reasons than promoting land use change, and better promotion of public transport could help improve patronage.

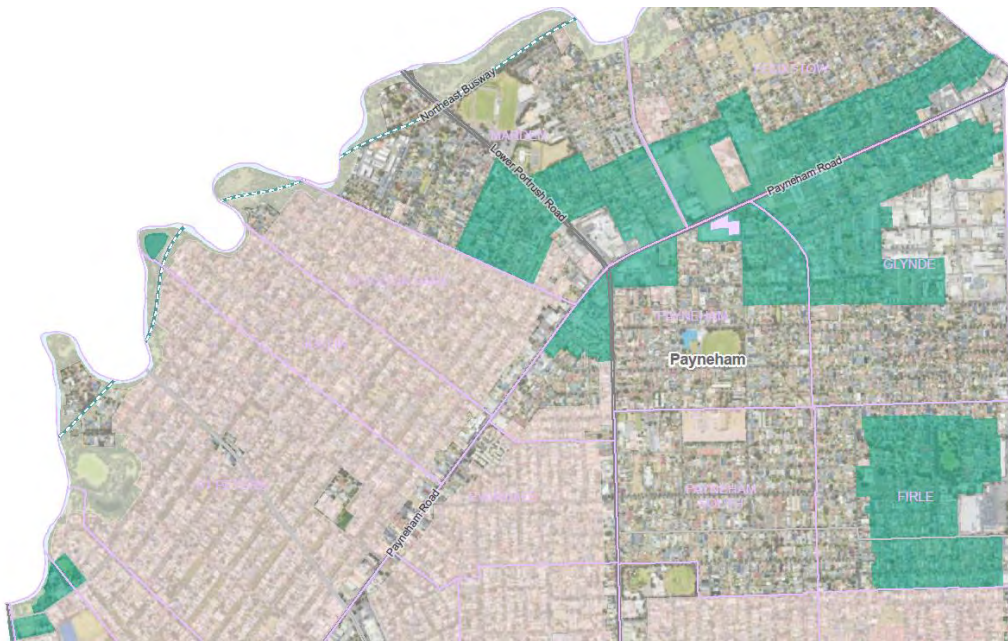
The role of freight traffic in possibly inhibiting desired land use change along main road corridors needs to be considered – though noting that Portrush Road has not been identified as a corridor urban growth option in the Discussion Paper.

3.17 Regenerated Neighbourhoods and Urban Activity Centres (p138-)

“Neighbourhood regeneration refers to areas with housing stock that can benefit from redevelopment over time. These include locations with higher concentrations of ageing public housing that are in need of renewal.” (p138 of Discussion Paper)

“Urban activity centres are focussed around large retail centres that service a broad population and include public transport interchanges or high frequency public transport connections. Examples include Marion, Elizabeth, Tea Tree Plaza, Arndale and Noarlunga.” (p139 of Discussion Paper)

The relevant investigation areas are shown in the figure below (from **Figure 11** in the Discussion Paper).



The main areas identified in Marden, Glynde, Felixstow, and Firle are zoned Housing Diversity Neighbourhood, where urban infill is already supported by policy. A narrow strip along Payneham Road is alternatively shown on **Figure 10** as an Urban Corridor investigation area. It is unclear why the current zoning of the *non-corridor* areas would warrant change (subject to more detailed investigation) and what the flow-on impacts in terms of demand on services would be.

Miscellaneous Smaller Sites

Other sites identified as other ‘Neighbourhood’ areas for investigation are far smaller, plus they already contribute to housing diversity, as part of the Housing Diversity Neighbourhood Zone, or otherwise are not considered to warrant further investigation. This includes the Adelaide Caravan Park at 36 Richmond Street, Hackney and an adjoining reserve managed by the Council, which have functions that will not be readily able to be replaced. The reserve is valuable public open space.

The area between Beyer Street and Florence Street, Norwood is already occupied by denser housing, while the Hackney Hotel site is in the process of being re-developed for dwellings and other uses.

Another site depicted as a potential investigation area is a former State Government carparking area at Holton Court, St Peters near the OBahn Busway and River Torrens. Intensive residential development of this site has a range of constraints, as previously advised by the Council, and the preferred option is inclusion in the River Torrens Linear Park as part of the Metropolitan Open Space System.

None of these smaller sites warrant further investigation.

Activity Centres

The activity centres at Marden, Firle and The Avenues in investigation areas are not depicted on Figure 11, though Marden and The Avenues are in urban corridors highlighted on Figure 10.

Does the Commission consider it worth considering and investigating potential for above-ground residential over ground level uses and car parking in a retail centre to create a more efficient, integrated centre in the longer term?

The Norwood Coles site on The Parade is the only example of this sort of redevelopment of a long-established retail centre in the Council area.

3.18 General Infill (p142-)

The Council concurs with following statements of the Commission in the Discussion Paper:

P110 "...high volumes of infill development in suburban areas have fuelled community concerns about design quality, amenity, tree loss and parking availability...All new development, no matter where it is, must be done well."

P143 "The Commission's view is that general infill needs to be better targeted to areas with infrastructure capacity, and areas which would benefit from renewal and greater housing choice. New housing forms and future living models will need to meet community expectations and preserve valuable heritage and character areas."

Low-rise, small-scale 'infill' development is occurring in virtually all suburbs of the City of Norwood Payneham & St Peters.

Mapping in the 2022 Land Supply Report for Greater Adelaide suggests more potential among sites at a greater distance from the CBD in the City of Campbelltown and north-eastern suburbs of the City of Norwood Payneham & St Peters. This is notwithstanding higher land values closer to the CBD generally prompting developers to opt to build up which is more expensive, as has occurred mainly in Kent Town and Norwood in Urban Corridor zones (but also in Stepney and Marden).

The Council shares the following concerns about the impacts of residential infill, including of a more ad-hoc nature, expressed in the above-mentioned GAROC Issues Paper:

"A key concern for many councils is the impact of the liveability of our communities as a result of increased infill development to support population growth and economic development. This infill development has not only impacted on the liveability and character of our streets and neighbourhoods but has resulted in concerns relating to traffic management, stormwater management, overshadowing of existing properties, lack of carparking and an overall loss of amenity. This has been a result of the poor quality design of many infill developments. The impacts of infill development need to be more thoroughly considered in the Plan and good design, placemaking and best practice standards must be a central objective of the revised Plan"

Councils have also expressed concern that policy as it stands in the Code, does not adequately protect neighbourhoods and townships from the loss or damage buildings of important historic character by demolition or poorly considered development. Specific risks identified by councils with the current policy include the broad and non-specific nature of Historic and Character Area Overlay Statements, and the significant loss of policy detail in the Code to meaningfully inform new development that protects and enhances the components of built form and streetscape that make up historic character. These concerns need to be addressed through the Plan to enable better policy in the Code.

Councils are also seeing a significant loss of private open space and tree canopy cover as a result of increased infill development. The loss of private open space and trees canopy cover on private land places pressure on local government to increase public open space and also

increase tree planting on public land, which can be difficult where public land availability is limited. The loss of private open space and the tree canopy cover is impacting on the liveability of our streets and neighbourhoods.”

The Council supports reviews of the performance of policies for Corridor Zones, as recommended in the GAROC Issues Paper, and the performance of design policies in the *Planning and Design Code* more generally, along with the final set of recommendations from the Urban Forest inquiry (when available) with a view to strengthening protection of urban trees.

As mentioned earlier, the Council also supports:

- A more targeted approach to infill to deliver housing diversity and maintain heritage and significant character values, and which concentrates, rather than disperses, potential higher density development sites, to support orderly servicing and avoid poor quality, fragmented outcomes.
- A commitment to greater design quality and certainty and clarity about realisation of the physical outcomes sought by the *Planning and Design Code*.

3.19 Employment Lands (p146-)

The Council has identified the Employment Zones in Stepney and Glynde as significant employment lands, which are home to important food and beverage manufacturing precincts. Part of the context to this is extremely limited land currently available for light industrial and manufacturing uses within the Eastern Region of Adelaide.

While the Discussion Paper does not include the Glynde food and beverage manufacturing precinct in an infill growth investigation area, the Employment Zone in Stepney is depicted as a Strategic Infill Site which puts it in the same category as other former industrial sites that have been rezoned to promote higher density housing.

On page 147 of the Discussion Paper, it is stated:

P147 “Locations for inner-suburban employment precincts are often identified for rezoning to residential uses. This highlights the need to balance new city-fringe housing with future employment needs.”

The Council also agrees with the statement that:

“...while inner city employment land has become an attractive proposition for residential development, we need to safeguard employment land near where people live to continue providing services that meet the needs and demands of the growing population.”

The Council is pleased that the Discussion Paper acknowledges a need to protect key employment land in the inner-suburban context, like the Employment Zones at Stepney and Glynde, which supports a range of light industrial uses and more importantly a unique food and beverage manufacturing sector.

However, the Council is extremely concerned that the Discussion Paper appears somewhat conflicted with the option for both residential growth and employment land presented as options for Stepney. This places industries and associated jobs vulnerable to being displaced by residential development at high risk.

On 1 September 2023, the Council wrote to the Chair of the State Planning Commission seeking the Commission’s early response on the Glynde and Stepney Food and Beverage Manufacturing Precinct concept. The letters and accompanying information are included as **Attachment 1**. A reply has been received from the Commission and is also attached.

The relevant State Planning Policy stipulates that Regional Plans should clearly identify sites for “employment lands” and support clustering, which is consistent with the Council’s objectives for Glynde and Stepney:

“Regional Plans should implement State Planning Policies by identifying existing and future sites for employment lands, strategic transport corridors, intermodal facilities and infrastructure requirements that support employment. Plans should also seek to reinforce clustering around key nodes and activity centres that are well-serviced by public transport, connected to priority freight routes and provide an attractive place to work.” (State Planning Policy 9: Employment Lands)

Furthermore, the Discussion Paper states that a prosperous economy requires the State to have employment land that:

- will accommodate its current and future industries;
- is appropriately serviced and connected to the world through digital infrastructure, roads, rail, ports and airports;
- **is well connected to a skilled work force** and environments that are attractive places for talented workers; and
- **is protected from incompatible development and balances competing uses appropriately.**

[emphasis added]

The Discussion Paper suggests that the number of jobs in inner-suburban employment lands is expected to grow and with these jobs expected to be driven by knowledge-intensive activities that seek locations near the CBD and access to skilled workers. The City of Norwood Payneham & St Peters is well positioned to make a significant contribution to growth of the knowledge sector which is already a major asset locally. The Council welcomes this opportunity and is establishing Kent Town and West Norwood as key locations for its knowledge base sector. Encroachment into the Stepney Employment Zone to generate knowledge-based growth is not considered a requirement.

Notwithstanding that the Discussion Paper has identified the importance of protecting this land and a risk of displacing industries, there is a very concerning degree of internal conflict if our interpretation of a Strategic Infill Site designation and priority given to achieving a high population target before jobs growth is correct. This could see valuable employment land in Stepney converted to residential use, something the Council does not support.

As explained in the attached letter to the Chair, State Planning Commission, the Council is committed to protecting employment lands in both Glynde and Stepney and is in the process of developing specific strategies to further develop these zones into key food and beverage manufacturing precincts.

Since the letter was sent, the matter was considered by the Council’s Business & Economic Development Advisory Committee.

The Council is committed to the retention of the Employment Zones in Glynde and Stepney. and is undertaking its own detailed investigations to form a long-term vision for these precincts during 2024.

These Employment Zones were formerly in the former Light Industry Zone, prior to the introduction of the *Planning and Design Code* in March 2021. The increased range of non-industrial uses that can establish in the Zone as envisaged uses has the potential to place pressure on or lead to displacement of manufacturing, even if Employment Zone is the best fit zone of available alternatives. The flexibility introduced by the *Planning and Design Code* in terms of future retail, office, commercial and other uses of these employment precincts is a risk to sustained local manufacturing.

Food and Beverage Manufacturing in the City of Norwood, Payneham & St Peters

The food and beverage manufacturing sector within the City of Norwood Payneham & St Peters is concentrated in the Employment Zones of Glynde and Stepney, with some smaller scale production elsewhere. It contributes approximately \$395M (5.3%) of total output generated in the City of Norwood Payneham & St Peters.

In the period between 2015 – 2023, food manufacturing within the City of Norwood Payneham & St Peters experienced a growth rate of 10.2%, with beverage manufacturing growing at a rate of 13.29%.

Glynde Precinct Analysis

The Glynde Precinct is 8 kilometres northeast of the Adelaide CBD, with good access via Payneham, Glynburn, and Lower North East Roads.

There are currently 12 food and beverage manufacturing businesses located within the Glynde Precinct, representing 10.8% of all businesses. Since the introduction of the Code, there is an observed trend of demand for more retail use especially on sites with frontage to Glynburn Road, which if implemented will have a detrimental impact on the functionality of this precinct.

The Discussion Paper simplistically classifies Glynde as an Employment Zone for population serving uses – which based on the definition, are shaped by demand-generated activities to meet day-to-day-needs. On a superficial level, the definition given in the Discussion Paper reflects some of the current uses in Glynde, but at the same time discounts the contribution of other businesses. Furthermore, this classification fails to apply any long-term vision such as that proposed by the Council in relation to a food and beverage manufacturing precinct.

Stepney Precinct Analysis

The Stepney Triangle is located approximately 2 kilometres from the Adelaide CBD and is bounded by Magill Road on the southern side, Nelson Street on the eastern side and Payneham Road along the north-western side.

Classification of Stepney in the Discussion Paper as *Knowledge Intensive* suggests a predetermined vision for Stepney, which loosely aligns with the concept of Strategic Infill, which if implemented, would see Stepney evolve as an extension of Kent Town and West Norwood and move away from its roots of being a mixed-use precinct with a light industrial component. If not managed properly this could see businesses such as Quinzi's forced out of the Precinct to accommodate the evolution of the Stepney Triangle as a Strategic Infill Site. The Council challenges the assumption that this represents a prudent approach to this employment land and proposes a different rationale and scope for investigations as outlined in the attached letter to the Commission (**Attachment 1**).

Identification as an area for Strategic Infill, strongly implies a housing driver which is likely to be at odds with the employment and economic objectives reflected in the strategic investigations commenced by the Council.

The Council investigations, which are being progressed as a matter of high priority and urgency, will include:

- researching the highest and best use (or mix of uses) for the Glynde and Stepney precincts;
- comparison of the food and beverage manufacturing precincts of Glynde and Stepney with other similar precincts across Greater Adelaide, the State and more broadly across Australia;
- identifying the level of demand for not only food and beverage manufacturing but also light industrial land in general;

- assessment of the opportunity cost of retaining the precincts as employment land versus other land uses, including potentially sacrificing employment land for residential use, in the case of Stepney; and
- the precincts' contribution to local and regional economies, employment generation, value chain linkages, innovation and technology adoption, and overall growth potential.

3.20 Open Space and Urban Greening (p160-)

The former State Government carparking area at Holton Court, St Peters, shown as a Neighbourhood Regeneration Investigation Area on **Figure 11**, p.141, is a logical addition to the Linear Park and MOSS.

On page 165, the Commission asks:

What are the most important factors for the Commission to consider in meeting future demand for open space?

What are the most important factors for the Commission to consider in reviewing and achieving the Urban Green Cover Target?

RESPONSE:

- The Council supports opportunities to make the most of existing and potential additional public or communal greenspace to support climate-ready communities, increased green cover, improved stormwater management, regeneration of urban creek-lines and urban heat mitigation.
- A review to help understand the cumulative environmental impacts of urban development and develop best practice policies for inclusion in the *Planning and Design Code*.
- As an immediate priority, increase the applicability of the general environmental provisions of the *Planning and Design Code* to ensure that opportunities to address sustainability are consistently applied to relevant uses and zones.

3.21 Implementing the GARP / Pulling It All Together (p166-)

The commitment to detailed investigation of infill and greenfield growth options is welcomed. The stated scope of investigations is generalised at a very high level, though and it will be important to enable effective and timely input by stakeholders including Local Government.

The recent advice from PLUS that the State Planning Commission will determine the scope of further investigations by the end of the year is therefore welcomed. The Council requests further involvement and input in ongoing investigations by the Commission relating to the local area and sub-region and the issues raised herein.

The success of planning for growth has critical dependencies with a substantive transport vision containing indicative priority transit investments and other transport strategies as an integrated package of urban growth strategies.

The release of a Discussion Paper as part of review of the *State Infrastructure Strategy* presents an opportunity for better integration of mutually dependent land use and infrastructure strategies.

Attachment 1:

Council Correspondence - Glynde and Stepney Food and Beverage Manufacturing Precinct



City of
Norwood
Payneham
& St Peters

File Number: qA58633
 Enquiries To: Robert Bria
 Direct Telephone: 0431 754 077



City of
 Norwood
 Payneham
 & St Peters

1 September 2023

Mr Craig Holden
 Chair, State Planning Commission
 Level 10, 83 Pirie Street
 ADELAIDE SA 5000

Via email: saplanningcommission@sa.gov.au

OFFICE OF
 THE MAYOR

Dear Mr Holden

The Council has initiated a strategic review of Glynde and Stepney which are home to the City's food and beverage manufacturing precincts. The Council has endorsed this approach and at its meeting held on 3 July 2023, resolved, amongst a number of things, that staff prepare a report regarding the Glynde and Stepney Food and Beverage Manufacturing Precincts to:

- g) *identify threats and challenges to existing and future land use in Glynde and the Stepney Triangle to determine if there is a need for Council to prepare a Code Amendment to provide certainty to existing and potential food and beverage manufacturers regarding long-term planning and investment in the sector;*

I have enclosed for your information, a copy of the *Notice of Motion* and Council resolution, as this provides you with the relevant background associated with this issue.

To progress this initiative, on 9 August 2023, Council staff met with Jason Bailey, Manager, Planning & Design Code and Nadia Gencarelli, Team Leader, Code Amendments, to discuss a range of policy matters, including the options for a Code Amendment to protect the long-term investment and ongoing sustainability of food and beverage manufacturing in these locations.

As you are aware, Glynde and the Stepney Triangle are designated *Employment Zones* in the *Planning & Design Code*. The current zoning supports a broad range of land uses, including manufacturing, but not exclusivity of any particular type of manufacturing.

I note with interest the recently-released *Greater Adelaide Discussion Paper* which designates parts of the Stepney Triangle as strategic infill locations. The Council is in the process of considering the Discussion Paper and looks forward to a briefing session which has been scheduled on 25 September 2023, with representatives of the Commission and Planning and Land Use Services in attendance.

Notwithstanding this, in order for the Council to progress this issue, it would be helpful to receive early advice from the Commission regarding how it thinks the *Planning and Design Code* may be used to increase certainty and long-term investment for a particular industry sector, in this instance, the food and beverage manufacturing sector.

The Council looks forward to the Commission's advice on supporting the future of Glynde and the Stepney Triangle as food and beverage manufacturing precincts and what tools may be available in the *Planning & Design Code* to support this initiative.

Yours sincerely

Robert Bria
 MAYOR

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 Cultural Vitality
 Economic Prosperity
 Environmental
 Sustainability

10.1 WRITTEN NOTICE OF MOTION – GLYNDE AND STEPNEY FOOD AND BEVERAGE MANUFACTURING PRECINCT – SUBMITTED BY MAYOR ROBERT BRIA

NOTICE OF MOTION: Glynde and Stepney Food and Beverage Manufacturing Precinct
SUBMITTED BY: Mayor Robert Bria
FILE REFERENCE: qA1039
ATTACHMENTS: Nil

Pursuant to Regulation 12(1) of the *Local Government (Procedures at Meetings) Regulations 2013*, the following Notice of Motion has been submitted by Mayor Robert Bria.

NOTICE OF MOTION

1. That staff prepare a report regarding the Glynde and Stepney Food and Beverage Manufacturing Precincts discussing the following issues:
 - (a) potential for new food and beverage related events and activities;
 - (b) a new marketing and promotional campaign, including reviving the Food Secrets Ambassador program;
 - (c) opportunities for collaboration between food and beverage business within and across both precincts;
 - (d) legal and regulatory requirements to facilitate exports of local produce to overseas markets;
 - (e) increasing the level of engagement between Council and the South Australian Government (Department for Trade and Investment) and other relevant stakeholders;
 - (f) preparing a strategic document/business plan to attract state and/or federal government funding to improve infrastructure and facilitate the expansion of existing business and the overall growth of the food and beverage manufacturing sector;
 - (g) identify threats and challenges to existing and future land use in Glynde and the Stepney Triangle to determine if there is a need for Council to prepare a Code Amendment to provide certainty to existing and potential food and beverage manufacturers regarding long-term planning and investment in the sector;
 - (h) the level of connectivity with the South Australia Food and Beverage Five Year Strategy (2022-27);
 - (i) opportunities to partner with South Australia universities for research into food innovation; and
 - (j) other issues considered relevant.
2. That the report be presented to the Council's Business & Economic Development Advisory Committee to be held on 12 September 2023 for consideration and recommendations to the Council.

REASONS IN SUPPORT OF MOTION

Over the past seven to eight years, the Council has undertaken several successful initiatives to promote the food and beverage manufacturing sector in our City. These initiatives include the *Food Secrets of Glynde* (and later *Food Secrets of Glynde and Stepney*) official book launch and associated event, bus tours to those precincts and the *East Side Wine and Ale Trail*.

Glynde and Stepney are among the small number of remaining precincts in Adelaide's eastern suburbs that accommodate this type of activity. In my considered opinion, they should be vigorously protected to ensure food and beverage manufacturing has a long-term future in Norwood Payneham & St Peters.

According to the City of Norwood Payneham & St Peters' *Economic Development Strategy 2021-2026*, ("The Strategy") there were 422 people employed in local food and beverage manufacturing in 2020, comprising 38.6% (almost two in five) of the 1,098 manufacturing jobs.

While these number may not seem large, food and beverage manufacturing has a direct link to our city's hospitality (Accommodation Food Sector) sector, of which they are almost twice as many (2,005) jobs.

The Strategy sets out a number of targets over its five-year life and makes provision for annual reviews of achievements/accomplishments. In my opinion, the targets regarding food and beverage related activities eg. Bus Tours and Wine and Ale Trail events are modest and can easily be met.

I believe Council should play a more active role to not only promote our city's food and beverage manufacturing sector but also secure its future such as developing appropriate policy settings regarding current and future land use.

A quick review of food and beverage manufacturing hubs in other Australian jurisdictions shows the amount of time and effort Councils have invested to develop strategies designed to attract state and federal government funding to help realise their vision of building a food manufacturing hub/precinct.

In some cases, these hubs did not exist at the time funding submissions were made but were instead a bold vision supported by a sound business case developed by a Council in partnership with relevant stakeholders, which included extensive plans for infrastructure to accommodate the anticipated expansion over time.

For example, in 2022 the New South Wales Central Coast region received a \$17.2 million federal government grant for the construction of the Central Coast Food Manufacturing Precinct and Innovation Hub project at Lisarow.

In 2021-2022 the Latrobe City Council was awarded a \$10 million grant by the Victorian Government in the State Budget for the Latrobe City Food Manufacturing Precinct in Morewell. The funding for this project went to upgrading infrastructure to help the precinct expand. The Council lodged a funding submission for the grant.

Using these examples as a reference point, it is clear there is a case for the Council to explore funding opportunities to invest in infrastructure in the Glynde Light Industrial Zone, which is in poor condition and not conducive to attracting investment from potential food and beverage manufacturers.

By building a strong business case showcasing the importance of food and beverage manufacturing in our City and the wider South Australian food and beverage economy, the Council can engage and work closely with local businesses to better understand the economic environment for their sector and their infrastructure needs.

This information will be critical to inform the development of grant applications to submit to either the South Australian Government or Australian Government to attract funding.

The Notice of Motion aligns with the following Objectives of *CityPlan 2030* and the *Economic Development Strategy (2021-2026)*.

City Plan 2030

Economic Prosperity:

Objective 3.2 – Cosmopolitan business precincts contributing to the prosperity of the city.

- 3.2.3 - Promote the City as a visitor destination.

Objective 3.3 – Attract new enterprises and local employment opportunities to locate in our city.

- 3.3.3 - Promote and support local food and beverage manufacturing.

Objective 3.5 – A local economy supporting and supported by its community

- 3.5.1 – Support opportunities for people to collaborate and interact in business precincts.
- 3.5.4 – Support opportunities for the community to access locally produced food and beverage produce.
- 3.5.5 - Encourage community support for an promote awareness of business in our city.

Economic Development Strategy (2021-2026)

Diverse City

Objective: Focus on the support and growth of the City's priority sectors:

- 1.1 Food & Beverage Manufacturing.
- 1.3 Identify emerging trends and support opportunities for economic growth.
- 1.4 Promote opportunity and collaboration across the sectors.
- 1.5 Identify and promote local competitive advantages.

Destination City

Objective: Increase the number of people who live, work and visit the city and enhance the community well-being of existing residents, workers and visitors.

- 2.4 Work with local business operators to strengthen the viability of precincts and enhance the customer experience.

Innovative City

Objective: Attract and maintain competitive businesses with the capacity for resilience and ongoing sustainability, innovation and growth.

- 3.1 Maximise new investment and growth opportunities.
- 3.2 Recognise businesses and business sectors that make a significant contribution to the city.
- 3.4 Embrace new and emerging technologies that will enhance business productivity.
- 3.5 Encourage sustainable working methods in all aspects of business

Business Friendly City

Objective: Remove barriers and make it easy for. business owners to start, run and grow a business.

- 4.3 Establish an effective planning policy framework to encourage investment and enable businesses to establish in the City.

STAFF COMMENT

PREPARED BY MANAGER, ECONOMIC DEVELOPMENT & STRATEGY

A report regarding the Glynde and Stepney Food Manufacturing Precincts can be prepared and presented as requested in the Motion to the Council's Business & Economic Development Advisory Committee at its September meeting.

In respect to the issues which are identified in the Notice of Motion, it is recommended that the sessions be presented to the Business & Economic Development Advisory Committee, for the Committee's consideration in the first instance. The next meeting of the Business & Economic Development Advisory Committee is scheduled for Tuesday 4 July 2023.

It is envisaged that this project together with the issues which are identified in the Notice of Motion, will form part of a broader discussion with the Committee, to assist in identifying the Economic Development priorities for the City over the next 12-18 months. Other topics that will be discussed with the Committee at the meeting include:

- the Year 3 and Year 4 Actions as identified in the Council's *Economic Development Strategy 2021-2026*;
- the development of a 3 year strategy for The Parade;
- Kent Town as a knowledge base to align with the Government's investment in the defence and space sectors; and
- the more general matters relating to the light industrial pockets of Glynde and Stepney.

Attachment C

Greater Adelaide Regional Plan Submission



File Number: qA58633
 Enquiries To: Robert Bria
 Direct Telephone: 0431 754 077



City of
 Norwood
 Payneham
 & St Peters

1 September 2023

Mr Craig Holden
 Chair, State Planning Commission
 Level 10, 83 Pirie Street
 ADELAIDE SA 5000

Via email: saplanningcommission@sa.gov.au

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 THE MAYOR

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Yours sincerely

Robert Bria
 MAYOR

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 Social Equity
 Cultural Vitality
 Economic Prosperity
 Environmental
 Sustainability

Attachment D

Greater Adelaide Regional Plan Submission



OFFICIAL

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4 October 2023

Mayor Robert Bria
City of Norwood, Payneham, and St Peters

By email: lknight@npsp.sa.gov.au

Dear Mayor Bria

Supporting the Future of Glynde and the Stepney Triangle

Thank you for your correspondence dated 1 September 2023 and the opportunity to attend the Elected Member workshop about the Greater Adelaide Regional Plan discussion paper.

I look forward to further discussing the range of planning matters raised by elected members and staff with commission members, following receipt of a more detailed submission from Council. A meeting will be set up in the near future to go through these matters.

Specifically in relation to Glynde and Stepney Triangle as raised in your correspondence, I note that the council has resolved to (among other things):

“identify threats and challenges to existing and future land use in Glynde and the Stepney Triangle to determine if there is a need for Council to prepare a Code Amendment to provide certainty to existing and potential food and beverage manufacturers regarding long-term planning and investment in the sector;”

I understand that these precincts are located within the Employment Zone. On face value, it appears that this is the appropriate zoning to support food and beverage manufacturing and would provide a high degree of certainty to current and future businesses that this use is appropriate. The Zone specifically identifies light industry as an envisaged land use.

I understand that the above action is currently with staff to identify any threats and challenges to food and manufacturing in Glynde and Stepney to provide certainty to these manufacturers. It is difficult for the Commission to provide direction in relation to this matter without this work being undertaken.

OFFICIAL

It would also be useful to understand any matters that may have arisen in relation to the planning system to warrant the council resolution to undertake this investigation, such as:

- Examples of proponents having difficulty obtaining planning consent for food and beverage manufacturing and an analysis of these policy barriers
- Examples of current food and beverage operations being jeopardised by recent developments approved under the Planning and Design Code Employment Zone policies.

With the release of the Greater Adelaide Regional Plan Discussion Paper, it would be useful for council to consider the broader strategic direction and economic value of employment activities and manufacturing in Stepney, noting that the Commission has identified it as a strategic infill investigation area.

It would also be useful for council to undertake investigations to consider whether industries of this nature have the potential to co-exist, be complimentary to, or mutually support a range of other uses in the future. It is noted that most small-scale beverage manufacturing industries often have an ancillary retail component that may benefit from a mix of residential and other commercial activities.

In addition, council should carefully consider other current and future industries that could be attracted to these precincts. A key reform pursued by the Commission with the introduction of the Code was a more flexible policy approach within employment zones, to enable a diversity of industry and commercial activities to respond to changing economic trends and industry needs.

I trust this information has been of assistance.

Yours sincerely

A handwritten signature in black ink, appearing to read 'Craig Holden', with a long horizontal flourish extending to the right.

Craig Holden
Chair

Attachment E

Greater Adelaide Regional Plan Submission



City of
Norwood
Payneham
& St Peters

Map 1: Proposed State-Significant Infill & Local Infill Investigation Areas



LEGEND

-  State Significant Infill Areas
-  Local Infill Investigation Areas

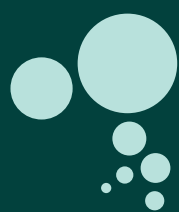


City of
Norwood
Payneham
& St Peters

Attachment F

Greater Adelaide Regional Plan Submission





**GREATER
ADELAIDE
REGIONAL
PLAN**

Draft
September 2024



STATE
PLANNING
COMMISSION



Acknowledgment of Country

The Kaurna, Peramangk, Ngadjuri, Ngarrindjeri and First Peoples of the River Murray Mallee First Nations are the traditional owners of the Greater Adelaide Region, connected to its lands and waters via ancient storylines and ancestral occupation.

The State Planning Commission and the Department for Housing and Urban Development acknowledges the deep, ongoing spiritual connection that Kaurna, Peramangk, Ngadjuri, Ngarrindjeri and First Peoples of the River Murray Mallee First Nations hold to the Greater Adelaide Region and commit to working together to protect and preserve the cultural values of the Greater Adelaide Region for current and future generations.

Contents

Vision

Introduction	8
Our biggest priorities	9
The Plan: The future of regional planning	10
Digital innovation	11
A planning vision for Greater Adelaide	12

Greater Adelaide Regional Plan outcomes

The urban form to deliver the vision	18
Different regional contexts	18

Context

Population	19
Recent population change	20
Projected population to 2051	21
Housing trends and land supply	25
Employment trends and land supply	27

People, Housing and Liveability

Outcome 1: More housing in the right places	31
State-significant infill areas	39
Local infill investigation areas	50
Strategic infill coordination and incentives	57
Greenfield and township development	59
Housing diversity and affordability	77

People, Housing and Liveability

Outcome 2: Liveable, accessible and inclusive communities	86
Regional open space	88
Aboriginal cultural heritage and values	93
State and local heritage	97
Landscape and neighbourhood character	100

Productive Economy

Outcome 3: A strong economy built on a smarter, cleaner future	104
Employment lands	106
State Significant Industrial Employment Precincts	119
State Innovation Places	122
Activity centres and retail	127
Tourism and events	137
Primary industry	139
Waste and resource recovery	143
Mineral and energy resources	146

Environment, Natural Resources and Landscapes

Outcome 4: A greener, wilder and more climate-resilient environment	148
Biodiversity	150
Climate change	152
Urban greening and cooling	156
Greater Adelaide Regional Plan Tree Canopy Target	158

Transport and Infrastructure

Outcome 5: An integrated and connected region	166
Strategic transport networks	167
Local transport networks	174
E-scooters and other personal mobility devices	176
Integrated water management, security and quality	178
Social infrastructure	187
Energy	195
Infrastructure corridors and reserves	198

Implementation and Delivery

Outcome 6: Coordinated delivery of land use and infrastructure planning	200
Online delivery, reporting and measuring progress	201
Targets and measures	202
Short-term actions	206
Coordination and delivery	207
Infrastructure charging	215
Greater Adelaide land supply regions	220

Vision

Introduction

Adelaide is internationally recognised as one of the most liveable cities in the world and is fortunate to have some of the country's premier beaches, agricultural and wine regions right on its doorstep. The natural environment surrounding the metropolitan area and its townships are major tourist attractions, resulting in a significant source of economic activity. Greater Adelaide is also a great sporting and festival state and the home of some of Australia's most-popular cultural events.

The region is home to more than 1.5 million people (2023). It covers almost 11,000 sq km, from Cape Jervis in the south, to Murray Bridge in the east and the Barossa Valley in the north. The region comprises the lands and waters of four First Nations peoples: Kurna, Peramangk, Ngadjuri, Ngarrindjeri and First Peoples of the River Murray Mallee.

Quality of life is one the regions key advantages and is a core factor for individuals and families when choosing where to live. Projections show that up to 670,000 additional people could call Greater Adelaide home in 30-years' time – a 46% increase on today's population.

Targeted population growth can help build the depth of skills necessary to support the Government of South Australia's economic ambitions.¹ Protecting and enhancing Greater Adelaide's liveability for both current and future residents can help to attract and retain our best and brightest.

The Greater Adelaide Regional Plan (Plan) maps the government's long-term planning vision for Greater Adelaide to 2051 and beyond. It provides governments, businesses, industry and not-for-profit organisations with the data and direction to better plan for and respond to growth and change in our community and urban environment, whilst achieving our conservation goals. This is delivered within an electronic platform that can be tailored to the user's requirements.

¹ [SA-Economic-Statement.pdf \(premier.sa.gov.au\)](https://premier.sa.gov.au/SA-Economic-Statement.pdf)

During the next 30 years, the government needs to plan for:

1. Population growth of up to 670,000 people.
2. The construction of up to 315,000 additional homes.
3. The creation of up to 254,000 additional jobs.

Our biggest priorities

Australia is facing a national housing crisis and its impacts are being felt across the state. Ensuring an appropriate and timely supply of housing is one of the greatest priorities for the Greater Adelaide region, given the rising demand, constrained development-ready land supply and escalating prices.

Integrated planning plays a central role in identifying land and long-term infrastructure needs to support sustainable growth within the region. It highlights how these changes can be accommodated over a 30-year period with a focus on urban consolidation, logical expansion and renewal.



As we grow, different housing types are required to meet the diverse and evolving needs of South Australians. We need more choices for families, multi-generational households, older people living independently for longer and the increasing number of single households.

This planning for new growth areas has been done within the context of a climate emergency, and the government's commitment to transforming the economy to net-zero emissions by 2050.

The global pandemic, political uncertainty, social inequality, biodiversity loss and the rise of automation and artificial intelligence all signal the need for a broader, more coordinated approach to how land is used as we enter a new era of planning for transition.



The history of regional planning in South Australia

South Australia has a proud history of strategic planning.

Colonel William Light and his plan for Adelaide took advantage of the natural elements and made a feature of significant parklands. Early suburbs were developed near the city and were more densely populated near high streets, tram stops and train stations. High streets provided goods and services to local communities.

Rapid post-war population growth and its subsequent demand for housing, and the emergence of widespread car ownership significantly influenced the urban form we have today.

The 30-Year Plan for Greater Adelaide (30-Year Plan) released in 2010, recognised the need to transition to an urban environment centred on walkable neighbourhoods and access to public transport.

The 30-Year Plan introduced a target to achieve 70% of new development occurring as infill development (and 30% greenfield development). This approach to urban renewal and consolidation was reinforced in 2017 with the commencement of the *Planning, Development and Infrastructure Act 2016 (PDI Act)*. This included the introduction of the *Environment and Food Production Areas (EFPAs)* to safeguard areas of rural, landscape, environmental or food production significance.

The 2017 update to the 30-Year Plan went even further, aspiring to achieve a highly ambitious target of 85% of all new development occurring in established suburbs (infill).

The PDI Act also saw the introduction of State Planning Policies (SPPs) in 2019, which established the government's overarching strategic directions for land use planning. *State Planning Policy 1: Integrated Planning* is particularly important for regional planning. It seeks to facilitate land development that integrates the delivery of infrastructure and services to create liveable and sustainable places that contribute to our prosperity.

The Plan provides a spatial representation of the SPPs for the region, supporting integrated, sustainable growth over 30 years in both greenfield and infill settings. Applying the SPPs spatially requires the holistic consideration of the PDI Act's Principles of Good Planning, the SPPs in their entirety, addressing regional context, population projections and the strategic management of land.

Long-term decisions around the prioritisation of land for housing and employment growth will be based on the principles of urban renewal, consolidation and logical expansion of established areas, supported by the provision of adequate infrastructure and services.

Digital innovation



South Australia is the only state to have a fully digitised planning system, which is widely acknowledged as the best in the country. This innovation has now been extended to include another Australian first – a fully digitised Regional Planning Portal.

This gives unprecedented access to the government's long-term vision for sustainable growth and change across the region and plays a critical role in identifying appropriate land for future housing, employment, open spaces, jobs and the necessary supporting infrastructure.

Whilst the 30-Year Plan developed under the repealed *Development Act 1993* contained both high-level strategic directions and regionally specific policies and their spatial application in the one static document, the PDI Act separates these in two separate planning instruments – the state's strategic planning directions which are set out in the SPPs, and the regional strategies and maps which are set out in the regional plans.

The benefit of this approach is the ability to provide clear and consistent certainty on the overarching directions for the state or region, whilst the digital regional plan provides a dynamic platform that can be more readily updated with current data and information. This provides an adaptable approach as to how those overarching directions are applied at the regional, sub-regional and more local level.

The Regional Planning Portal dramatically improves the coordination of land use and infrastructure and the ability to monitor and quickly respond to changing conditions. This transforms how we plan for long term growth.

A planning vision for Greater Adelaide

A liveable, connected region, with world-leading industries, thriving communities and a cherished natural environment

Greater Adelaide is synonymous with a great way of life. Integrated urban planning and transport solutions support the aspiration of Living Locally, with equitable access to thriving natural environments and to the amenities people need for a healthy, prosperous life.

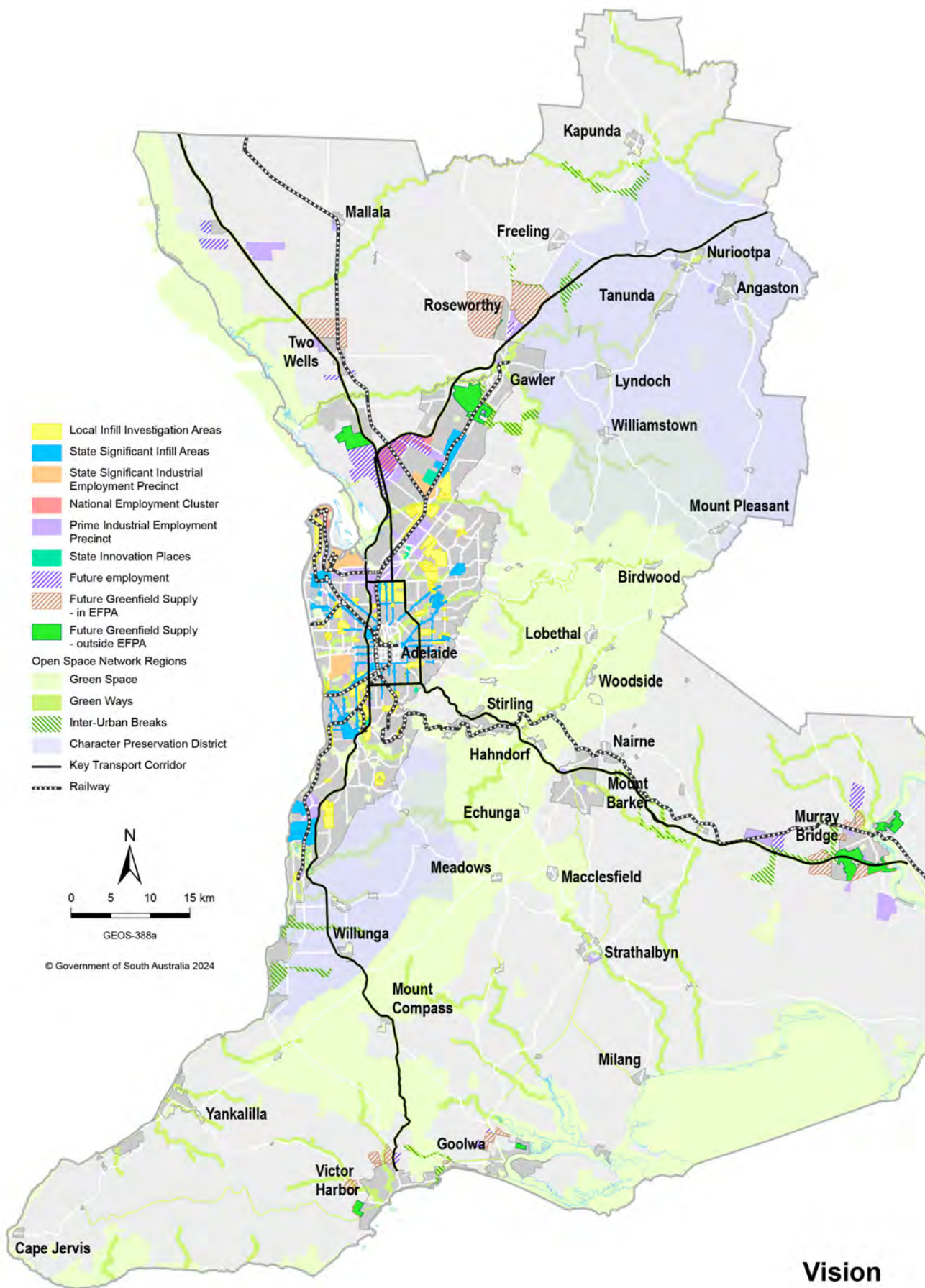
Safe and secure housing is considered a fundamental right, and a diversity of affordable and sustainable housing options exist across the region, catering to various needs and lifestyles. This includes individual households, shared living arrangements, families and intergenerational living.

Aboriginal culture is respected and celebrated. Planning with Country models have been developed in collaboration with Aboriginal Elders and cultural leaders to enable the delivery of a regenerative approach to planning and development.

Greater Adelaide's urban environment is increasingly integrated with local ecosystems valued as critical to health and wellbeing. The region's commitment to sustainable agriculture practices has resulted in the creation of thriving and innovative food bowls and productive landscapes, powered by green energy and water sources.

The workforce is skilfully trained to foster Greater Adelaide's capacity to innovate in a smarter, more inclusive economy. Rapid advancements and innovations in digitisation, automation and regenerative practices continue to expand South Australia's industrial capabilities and offer new products, services, and knowledge to the world.

While many young people leave the state to travel and seek adventure, Greater Adelaide provides ample opportunities to pursue passions and develop skills and fulfilling careers. Access to lifelong learning further enhances opportunities for personal and professional growth.



Greater Adelaide's future is a testament to the power of regenerative practices, technological advancements, and collaborative efforts. This thriving region serves as an example to the world, demonstrating how a commitment to equitable prosperity, circular economies and environmental stewardship can create a future filled with promise and hope for all.



Pathways toward a regenerative future

Interconnected environmental and social sustainability challenges such as the impacts of climate change, are driving the need for Greater Adelaide to accelerate its transition to a regenerative future.

Moving beyond sustainability

Since it was established in 2007, the World Future Council has amplified the concept of the regenerative city as one that restores the environment, develops the local economy and benefits the social and cultural life of its inhabitants, human and non-human.

While sustainability goals have driven significant momentum over the past few decades and continue to do so, regeneration goes further. Where sustainability aims to do less harm - or at best, no harm - regeneration aims to do good, to have an enduring, restorative impact on people and places.

This requires a shift in thinking from human-centric perspectives to all-of-life perspectives and includes complexity, non-linearity and adaptation. It requires long-term holistic systems-thinking to tackle the increasingly interconnected challenges across the region.

As an evolving concept, embedding regenerative thinking into land use planning can be viewed as abstract, without a practical framework and the tools that can be used in spatial planning.

Supporting the transition to regenerative thinking in planning, the Plan promotes the concepts of:

Inter-generational equity - taking a long-term view while balancing current issues and striving for inter-generational equity.

Planning with Country - learning from First Nations' custodianship of land and waters and working towards integrating Planning with Country principles.

Circularity - enhancing the circular economy, promoting adaptive reuse and renewal of neighbourhoods.

Integrated planning and management - Living Locally, integrated planning of land use and infrastructure and integrated water management systems.

Adaptive processes - the digital Plan enables better ongoing monitoring and the ability to respond more nimbly to changes in conditions and new information.

Strategic foresight - a structured and systematic approach of exploring plausible futures better prepares for change, used in addition to traditional spatial planning methods.

Further work to develop a regenerative planning framework and toolkit will enable broader understanding and application of a regenerative lens to other state and local strategic spatial plans.

Greater Adelaide Regional Plan outcomes

Aligning with the vision, the Plan has been prepared to achieve the following outcomes:

Outcome 1:

More housing in the right places

Outcome 2:

Liveable, accessible and inclusive communities

Outcome 3:

A strong economy built on a smarter, cleaner future

Outcome 4:

A greener, wilder and more climate resilient environment

Outcome 5:

An integrated and connected region

Outcome 6:

Coordinated delivery of land use and infrastructure planning

The urban form to deliver the vision

The Plan outcomes can be realised by designing new communities and retrofitting existing low density residential areas into Living Locally neighbourhoods, serving as a guide to future-proof the region.

This means Greater Adelaide's suburbs and townships will aspire to evolve as mixed-use, connected neighbourhoods where people can access their everyday needs within a comfortable walk, cycle or public transport journey from where they live. A diverse range of housing, jobs and services located closer together around activity centres or transport nodes will help achieve the aspiration of Living Locally.

Areas for new housing development and renewal considers the protection of character, heritage and natural areas, promotes the circular economy and provides access to green infrastructure and natural spaces.

Different regional contexts

Living Locally is easier to achieve in some contexts than others. Often, established suburbs and town centres offer access to everyday needs within a short walk, cycle or public transport journey from home.

As Greater Adelaide grows across a variety of locations including urban, rural and coastal areas, each will necessitate different variations of Living Locally, offering choice and flexibility. These variations depend on a neighbourhood's social mix, access and density. New communities will be master planned to achieve living local attributes, but these will logically evolve over time as development grows and population thresholds are met.

By recognising these various contexts, Living Locally neighbourhoods can respond to the qualities and characteristics of each community, ensuring appropriate levels of infrastructure, services and quality of life.

The Living Locally concept is discussed throughout the Plan. New strategies relative to different contexts across Greater Adelaide are identified in People, Housing and Liveability.

Context

Population

Greater Adelaide is home to 1.56 million people, about 84% of the state's total population.²

Between 2018 and 2023:

- The Greater Adelaide region grew by 92,718 people from 1.35 million to 1.56 million at an average of 18,544 or 1.37% per year.
- 87.4% of South Australia's total population growth occurred in the Greater Adelaide Capital City region (the metropolitan area).
- Population growth in South Australia recovered strongly following the re-opening of international borders post-COVID-19 and the subsequent return of overseas migration.



Over the past six years, annual population growth for Greater Adelaide Capital City and regional South Australia has been quite variable due to the COVID-19 pandemic (Figure 1). Despite the variability, the average annual growth rate has been around 1.2% which has been mostly driven by strong overseas migration.

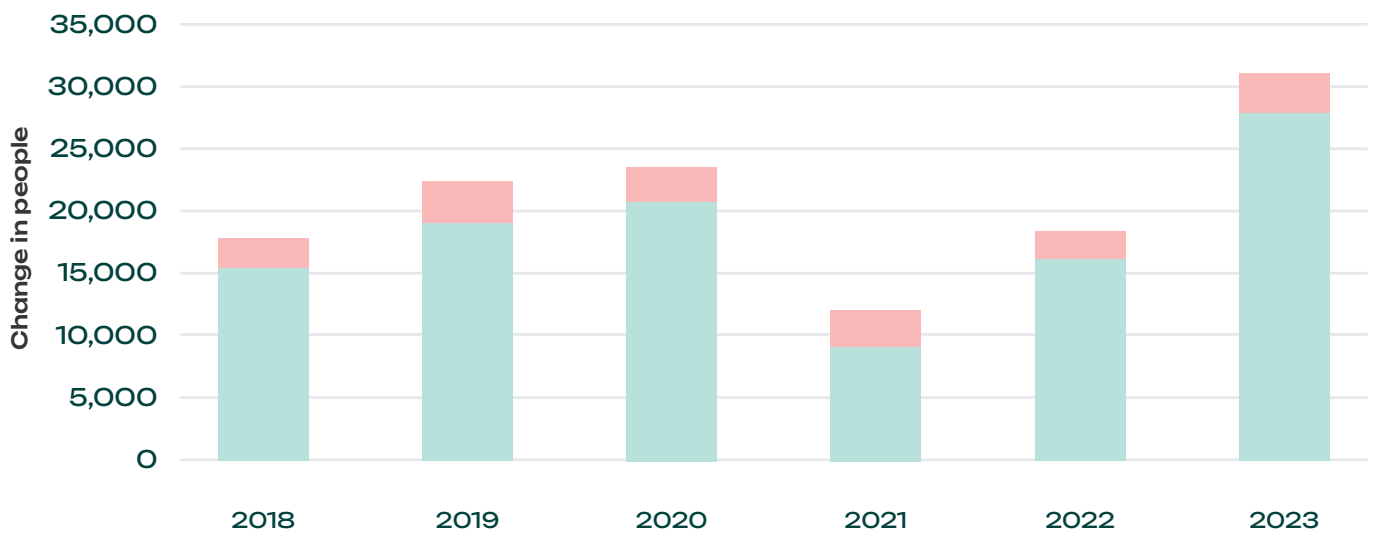
² As of 30 June 2023

³ Census of Population and Housing published by the Australian Bureau of Statistics (ABS).

Figure 1 - Annual population growth

Annual population growth, Greater Adelaide capital city and balance of South Australia, 2018- 23

Greater Adelaide Rest of SA



Projected population to 2051

Population projections provide a picture of the population as it may develop in the future.

Understanding the likely range for population growth and demographic change across the state provides a strong foundation on which to base planning for the future of Greater Adelaide.

The population projections used for the regional plan reflect the state's adopted high-growth projections derived from the 2021 Census. The high-growth scenario is used by state and local government when evaluating residential and employment supply. Actual population growth is tracked by the Australian Bureau of Statistics (ABS) on a quarterly basis.

Greater Adelaide is projected to grow by up to 670,000 people during the next 30-years (see Figure 2). Steady growth is projected in the working age cohorts (25-64) and strong growth in the population aged 65-79 years. The most significant growth is expected in the 80+ population which is expected to more than double (see Figure 3).

We need to plan for the additional housing and jobs to accommodate this growth and change, as well as the vital infrastructure and services needed to support future communities in the region.

This anticipated population growth will help supply the skills necessary to meet current and future workforce needs, particularly in supporting an ageing demographic, and will attract entrepreneurs and job creators to transform South Australia's economy.

For more information on population change and projections, see [Population | PlanSA](#).

Figure 2 - Greater Adelaide population

Greater Adelaide population

Actual ERP High Medium Low

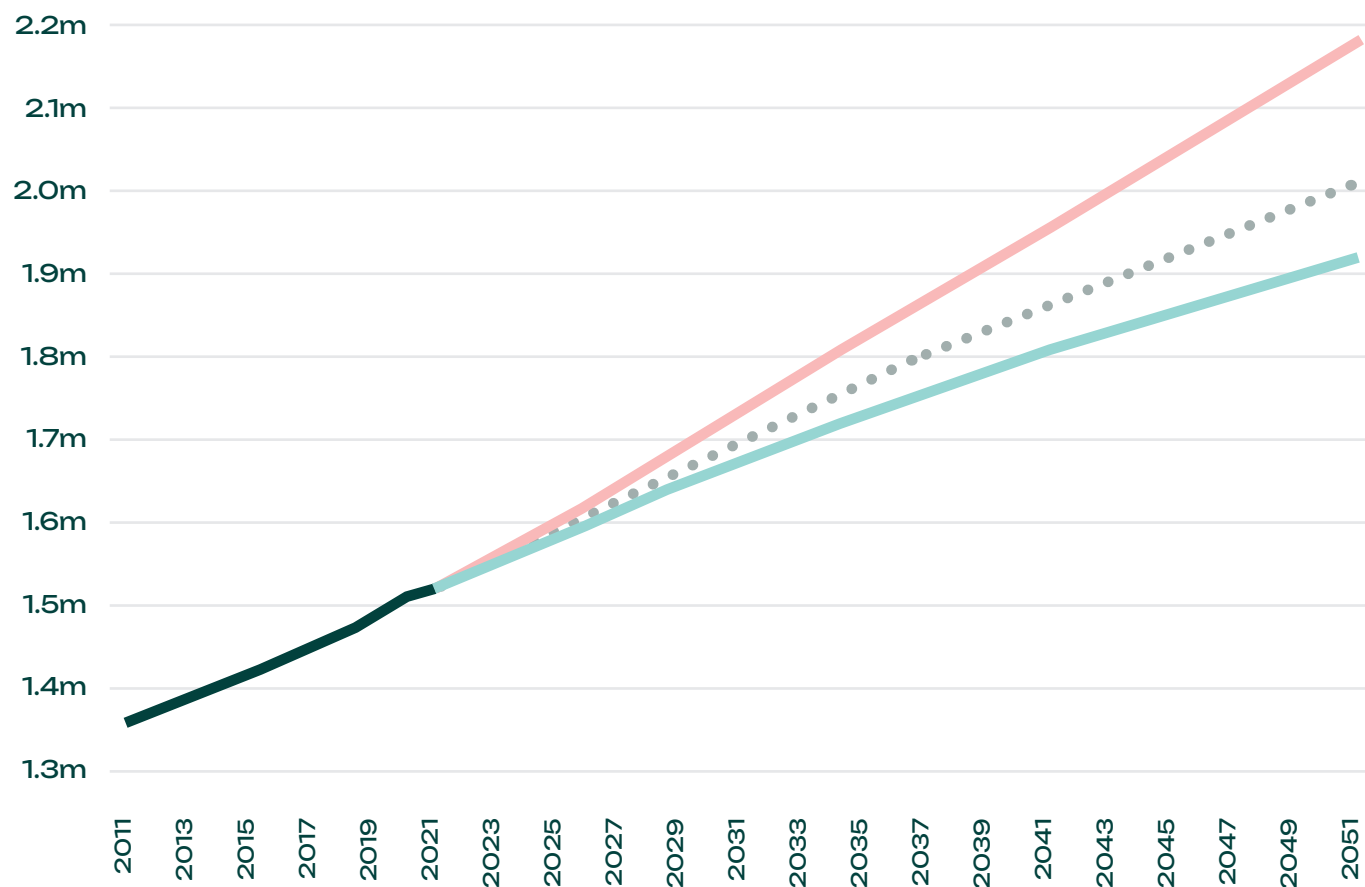
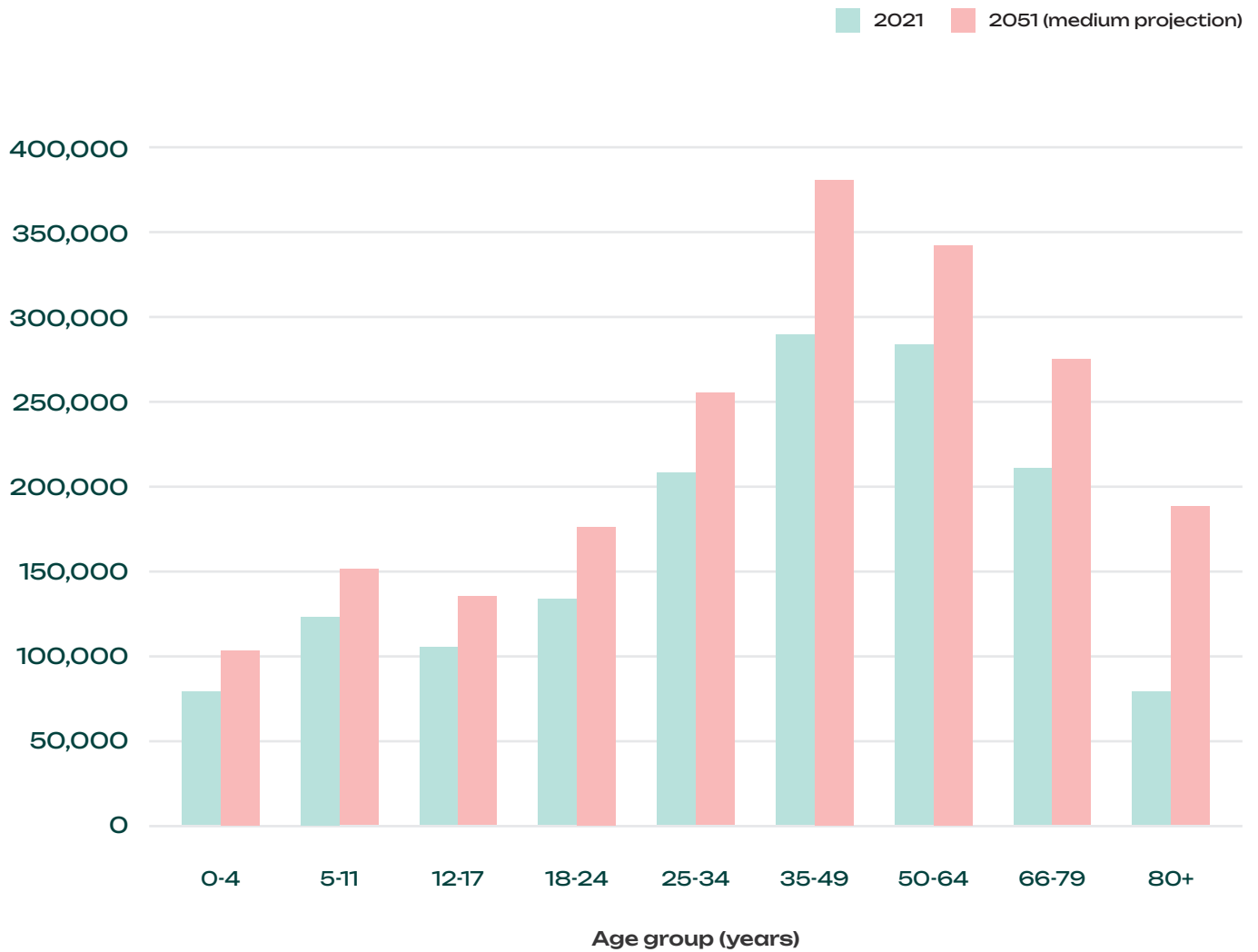




Figure 3 - Greater Adelaide population by age



Housing trends and land supply

The planning system can help meet future housing demand by ensuring sufficient supply of land, coupled with well-timed infrastructure, and flexibility in zoning and policies to allow for housing diversity.

Land supply reporting provides a point-in-time analysis of residential land development trends, projected demand, and land supply in Greater Adelaide. This information is used to determine the capacity of the planning system to provide an adequate supply of appropriate land to meet market demand.

A 15-year supply of appropriately zoned land across a range of land supply types is critical to ensure that housing supply, choice and affordability is maintained to accommodate competing housing demand.

Table 1 highlights key statistics relating to current demand and zoned land capacity for residential development across the Greater Adelaide region. The table also identifies the projected longer term land supply needs for the region.

Historically, Greater Adelaide has been dominated by detached housing on large blocks of land and, at the other end of the spectrum, by multi-level apartment buildings. In the last decade, new housing products have emerged onto the market, including construction of a new generation of apartments in urban corridors zones and larger urban infill sites.

Detached dwellings are the predominant form of housing across Greater Adelaide making up 64% of the total housing stock within inner Adelaide, 74% in the middle ring, and 89% in the outer suburbs.⁴

Projections also indicate households will continue to become smaller, yet there is little diversity in dwelling sizes across Greater Adelaide. Three-bedroom dwellings are predominant across all land supply regions (LSRs) and the proportion of two-bedroom dwellings drastically reduces as we move further away from the centre of Adelaide, with only 19% of dwellings in middle Adelaide and 11% of dwellings in outer Adelaide offering two-bedroom options.

⁴ 2021 ABS Census

Table 1 - Greater Adelaide residential development land capacity

Data	Source	Minimum update frequency
Dwelling types	PLUS	1 year*
Number of dwellings built per year	PLUS	1 year*
Total dwellings	PLUS	1 year*
Dwellings occupied	ABS	5 years
Average people per household	ABS	5 years
Current housing land supply	PLUS	1 year*
Future housing land supply	PLUS	1 year*

*Can be updated as required.

Employment trends and land supply

A prosperous economy requires us to have employment land that will accommodate our current and future industries, is appropriately serviced and connected to infrastructure and well connected to a skilled workforce.

The planning system can support employment growth in the region by making sure there is enough land in the right places supported by the necessary infrastructure, and through flexibility in zoning and policies to allow for diverse business models.

Land supply reporting provides a point-in-time analysis of employment development trends, projected demand and land supply across Greater Adelaide. This information will be used to determine the capacity of the land use planning system to provide an adequate supply of appropriate land to meet market demand.

The table below identify the current consumption rates and capacity of zoned employment land, as well as proposed longer term employment land for the Greater Adelaide region.

Table 2 - Greater Adelaide current consumption rates and zoned employment land

Data	Source	Minimum update frequency
Industry types (employment)	ABS	5 years
Vacant land consumption	PLUS	1 year
Employment land use mix	Valuer-General	1 year
Current employment land supply	PLUS	1 year
Future employment land supply	PLUS	1 year
Development activity	PLUS	1 year

As of June 2023, the Greater Adelaide planning region contained 15,076 ha of zoned employment land distributed across 10 sub-regions, as illustrated in Figure 4. Over 50% was located within the Inner North and Adelaide West regions.

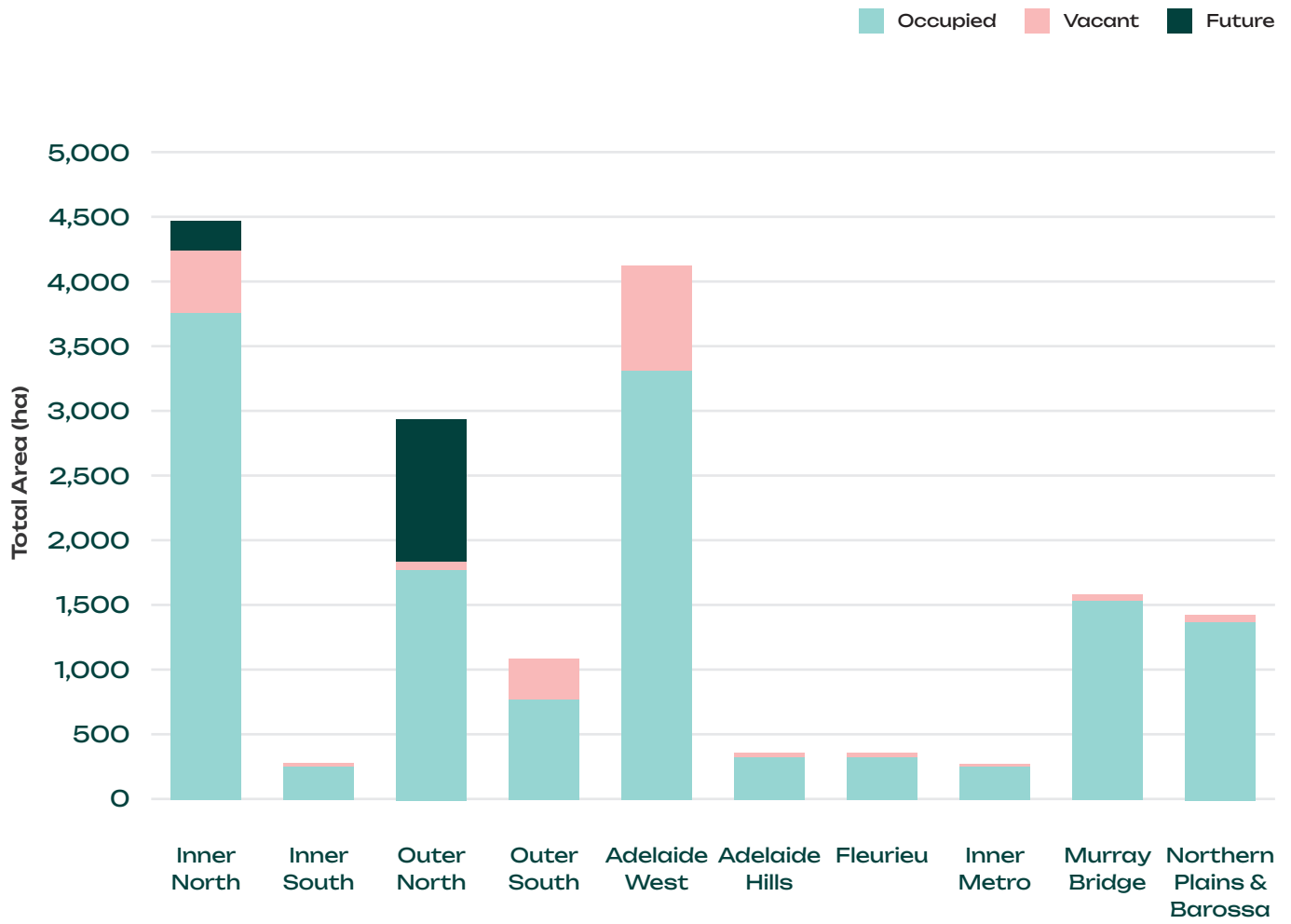
Conversely, the Inner Metro and Inner South regions combined accounted for only 3% of the total supply.

The Outer North region accounted for close to 90% of all identified future employment land, with the remaining portion of identified land located in the Inner North region. More land is required over the next 30 years.

During the 2022-23 financial year, 93 ha of zoned vacant employment land was consumed across Greater Adelaide. The majority of consumption occurred within the Adelaide West and Inner North regions, as illustrated in Figure 4.



Figure 4 - Employment land supply by Region, June 2023



People, housing and liveability

Outcome 1: More housing in the right places

Access to safe, secure and affordable housing is one of the most fundamental human needs. Housing provides the basis for stability and security in many social, cultural and economic aspects of individual and family life.⁵

At its core, the national housing crisis has resulted from the interplay of factors increasing the demand for homes, whilst at the same time other factors have reduced the supply of new homes.

This housing demand has been driven by a range of factors, including changing economic circumstances, the rebound of inward migration following the COVID-19 pandemic, demographic changes and household composition, with smaller households becoming more common.

A range of economic and policy factors such as interest rates, taxation, investor demand and construction costs, has also contributed to the decline in housing affordability.

Regional planning plays an important role in facilitating the delivery of sufficient, well-timed land supply aligned with needed infrastructure and flexibility in zoning and policies to allow for housing diversity.

Housing affordability is supported by ensuring necessary land supply across Greater Adelaide, timely delivery of infrastructure and promoting increased mix of housing to meet community needs. The Plan further supports 'affordable living' by encouraging housing in locations with improved access to jobs, services and recreation making it easier to spend less time and money on transport.

⁵ [What does 'Housing as a human right' mean in Australia? | AHURI](#)

Future housing land supply

Projections tell us we will need enough land for another 315,000⁶ additional homes to be built over the next 30 years.

In 2024, land that is already zoned for residential development across Greater Adelaide has the capacity to accommodate approximately 200,000 homes, which is sufficient supply for at least the next 15 years. It is the speed of housing delivery that will best help the housing crisis, including the delivery of essential infrastructure to create development-ready land supply over the next 15 to 30 years.

Longer-term growth areas that could accommodate new homes to 2051 have been identified. These areas will need to undergo a rezoning process under the PDI Act.

Where possible, these homes for the longer-term should be distributed across the region, offering lifestyle choices and opportunities for people to live closer to their family, friends and places of employment or education.

There is a need for a combination of:



**Infill
development**



**Greenfield and township
development**

⁶ Based on 'high-growth' scenario and includes acknowledgment of the National Housing Accord target.



These growth areas need to be in the right places, with the suitable timing of infrastructure provision, to provide for the needs and preferences of current and future communities.

Previous planning strategies introduced targets for the split of greenfield and infill development. This approach to urban renewal and containment was reinforced in 2017 with introduction of the EFPA to safeguard areas of rural, landscape, environmental or food production significance. These targets and accompanying policies succeeded in unlocking development in established areas of Adelaide close to jobs and services.

Given the EFPA protections and the principles and policies for urban renewal remaining in place, a target for the split of greenfield and infill is no longer considered necessary.

Housing targets for each local government, reflecting local planning and infrastructure provision, will encourage a more proactive and place-based approach for long-term housing needs and preferences.

How these targets will be delivered and the mix of land supply and housing types across greenfield, township and infill areas will vary, accounting for local context and community and market preferences for different communities.

Some areas can accommodate more growth and will require greater planning and infrastructure investment. Other areas will experience incremental, or lower growth, based on constraints and current policy settings, such as character and heritage areas.



All new development, no matter where it is, must be done well.

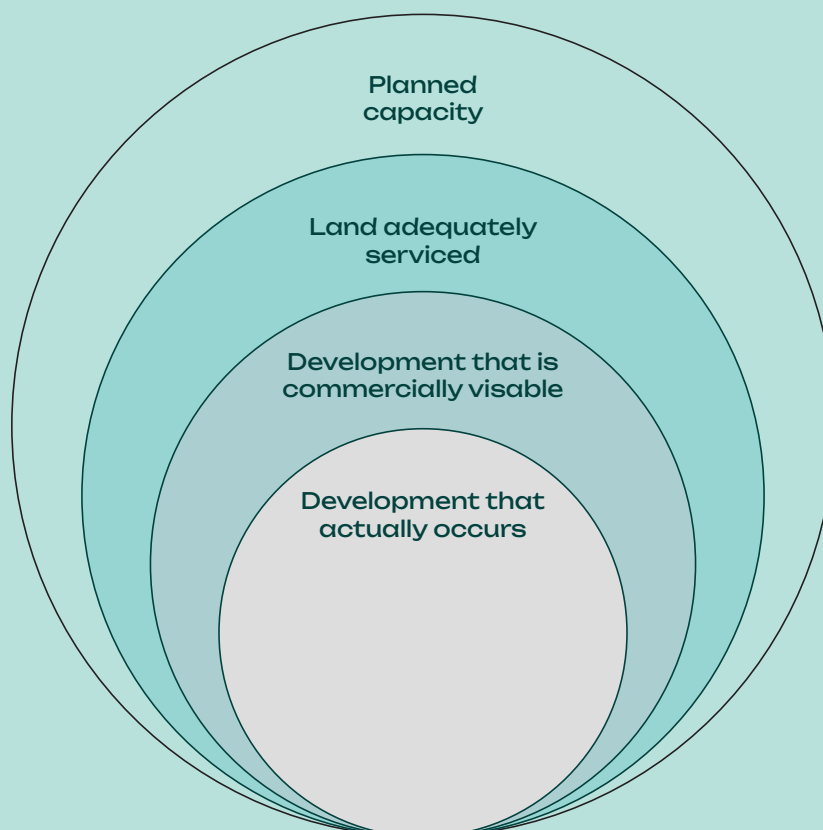
Identifying enough land for the dwellings we need

To deliver on housing targets for each local government area, enough land has been identified, once accounting for the various factors that influence bringing land and housing to market.

The development process is complex and a range of factors beyond the planning system influence where, what type, when and how housing is delivered.

The amount of land that is developed is significantly less than identified for growth due to a range of factors, including the ability of land to be serviced by infrastructure, landowner intentions, construction costs and economic factors. An overview of housing targets for each LSR and local government can be found in the Implementation and Delivery section.

Source 1: The Auckland Plan, Quantify Strategic Insights



Infill development

Infill development is a critical source of housing supply. It promotes better use of existing infrastructure and achieves the principles of Living Locally. Volumes and dispersal of infill development in some areas have fuelled community concerns where design quality, amenity, tree loss and parking have been impacted.

A targeted approach to infill development will be the focus for accommodating the projected growth to 2051.

This means:

- No new general infill development areas are proposed. The focus is on improving design quality (and accepting diminished yields) in current general infill areas.
- Identifying more strategic infill areas, where greater residential densities can be accommodated, through better planning and coordination.

As of 2024, metropolitan Adelaide has the capacity to accommodate an estimated 96,000 infill dwellings within the existing zoning framework and under the current policies. This includes significant zoned capacity in Adelaide City (18,100 dwellings) and urban corridors (15,800 dwellings), as well as the existing general infill capacity within already zoned land.

To accommodate growth to 2051, capacity for a further 110,000 infill dwellings is identified to provide housing and locational choice. Strategic infill areas will be the focus for urban renewal to deliver these homes. They also provide opportunities to bring forward houses in well-serviced areas in the nearer term.

Strategic infill areas include urban renewal areas, centres, precincts or corridors identified for infill growth, subject to further planning and investigations. More detailed local planning and infrastructure investigations will be required by state and local government and private landowners to unlock the potential of this land. Who leads this work depends on the significance of the area to deliver large-scale urban renewal and the level of intervention required to facilitate the planning and coordination. See the State-significant infill areas and Local infill investigation areas sections.

No new general infill development areas

No new general infill areas have been planned or identified for future growth in Greater Adelaide. Where areas already support this type of development, the focus is on monitoring and improving development outcomes.

This is achieved by both state and local government through:

- Amendments to the Planning and Design Code (Code) to support more tree canopy protection, improved design outcomes, onsite storage and garage requirements.
 - Protecting areas that have character or historic value.
 - Supporting the amenity of neighbourhoods that are experiencing high levels of infill growth through improved streets, tree planting, open space and management of on-street traffic and car parking.
-

The move to a more planned and coordinated approach to urban development will primarily be shaped by new strategic infill areas, including activity centres and urban corridors development.

⁶ Based on 'high-growth' scenario and includes acknowledgment of the National Housing Accord target.

Greenfield and township development

Greenfield and township development is the urban development of broad hectare land. This often occurs on farming land on the edge of suburbia like Angle Vale and Two Wells and regional satellite cities like Murray Bridge and Victor Harbor.

The development of new suburbs on the metropolitan fringe or around townships will continue to form an important part of dwelling supply. Master planning these areas will contribute towards Living Locally, while recognising that people will likely require a car journey to access employment or education opportunities.



In 2024, Greater Adelaide has capacity for an estimated 106,525 greenfield dwellings within the existing zoning framework and under the current policies. This includes significant future zoned capacity in places like Concordia, Dry Creek, Sellicks and Hackham.

Land for a further 96,871 greenfield dwellings has been identified to support projected population growth required to cater for the 16-30-year time horizon.

However, not all areas have been well-planned, and we are playing catch-up in some greenfield growth areas in terms of trunk infrastructure delivery. As such, the focus is on the servicing of existing zoned land (0-15 years) and preserving areas for longer term greenfield growth as current areas are progressively serviced and delivered.

This is discussed further in the Greenfield and township development section.

Housing diversity and affordability

Housing diversity needs to be considered in all infill, greenfield or township development contexts.

A lack of housing diversity and choice is a barrier to many people achieving their housing preferences and aspirations. Policy settings need to deliver greater choice across dwellings and locations, resulting in diverse and adaptable housing that caters for households across their lifecycle. A range of factors primarily drive housing preferences, including convenience and access, the local environment, local amenities, proximity to facilities, safety and security and dwelling design and features. This makes a range of housing choices across all locations essential.

This is expanded on in Housing diversity and affordability.



State-significant infill areas

Long-term strategic objectives:

1. State government leadership to improve planning, coordination, and delivery of state significant urban renewal and infill areas.
2. Encourage development of underutilised employment lands where integrated with housing, infrastructure, transport and essential services, and a net community benefit can be achieved.
3. Urban renewal areas allocate land for future employment, in particular, complementary knowledge-based industries, in locations that are well connected to a skilled workforce and to provide access to jobs and local conveniences for residents in adjacent areas.
4. Areas with a concentration of older public housing stock are renewed with a mix of new public and affordable housing and other housing.
5. Development opportunities in well-serviced, strategic locations, are maximised through a range of planning and non-planning incentives to provide diverse and affordable housing opportunities.
6. Opportunities for new higher density housing are maximised near transit corridors, while managing the interface with more sensitive development such as adjacent established housing, heritage and character areas.
7. Regional centres are a focus for greater housing choice to capitalise on high frequency mass transit, retail and services and other community infrastructure.
8. Capitalise on the role of Adelaide's City Centre as the heart of the state's civic, cultural and commercial life by increasing opportunities for people to live there.



State-significant infill areas are identified by their scale, the level of government ownership and critical importance to achieve homes in the right places. They are typically close to high-frequency public transport managed and coordinated by the state.

State-significant areas vary in terms of size, purpose, constraints, barriers and policy responses required. Some identified areas can occur on large, repurposed sites at higher housing densities. They are often large enough to establish their own character, while still respecting the established locality in which they sit. Given their location within established areas they can deliver the attributes of Living Locally, being near employment, amenities, transport options and capitalising on investments in infrastructure and services.

The use of land in this way makes environmental and economic sense and assists in providing choice and improved affordability in established areas. Infrastructure costs are often minimised through this form of approach.

Other state-significant areas are in the form of corridors along certain arterial roads or activity centres, which take advantage of public transport investments and deliver the attributes of Living Locally, with local employment, shops and services typically found in such areas.

The government will take the lead on planning, coordinating and de-risking state-significant infill areas that could be delivered in partnership with the private sector.

Adelaide City is also crucial for state significant infill growth and its role is heightened in delivering convenient and affordable housing opportunities for permanent residents, essential workers and students. The government will continue to collaborate with the City of Adelaide on delivering this.

A number of state-significant urban renewal areas and regional centres have been identified, as well as several urban corridors, subject to further planning and investigations. These areas provide opportunity for coordinated mixed use or higher density housing outcomes. Examples are identified in Table 3.

Table 3 - State-significant infill and urban renewal types

Type	Examples
<p>Urban renewal areas</p> <p>Where government intervention and planning will be necessary to facilitate significant infill precincts in collaboration with the private sector. These include areas where:</p> <ul style="list-style-type: none"> • The state owns significant amounts of land. • Significant infrastructure investment exists. • A high-level of coordination is required. 	<ul style="list-style-type: none"> • Thebarton precinct • Kent Town / Stepney precinct • Glenside precinct • Ashford / Goodwood precinct • Le Fevre Peninsula • Seaton • Magill Campus • Paradise Interchange • Smithfield
<p>Regional centres</p> <p>Key centres across metropolitan areas which are located on key public transport routes and significant employment and other services.</p>	<ul style="list-style-type: none"> • Elizabeth City Centre • Port Adelaide Centre • Modbury Centre • Oaklands Park (Marion) • Noarlunga Centre
<p>Urban corridors</p> <p>Identified arterial roads serviced by high frequency public transport and appropriate amenity. This builds on the 11 corridors rezoned in 2015, and the additional 12 corridors and sites with corridor zoning that have come online since 2015.</p>	<ul style="list-style-type: none"> • The Parade • Unley Road towards Mitcham Centre • Torrens Road • Diagonal Road • Marion Road
<p>Adelaide City</p> <p>Opportunities to provide significant infill in the form of mid to high rise apartments and mixed-use development, in collaboration with City of Adelaide.</p>	<ul style="list-style-type: none"> • Adelaide CBD

Urban renewal areas

Land in government ownership can provide an opportunity to increase infill housing choice and supply in appropriate locations. Land used that is surplus to government needs, and areas with high ownership by South Australian Housing Trust (SAHT) and Renewal SA, can provide opportunity to serve as catalyst sites. Areas where significant infrastructure investment exists (particularly fixed-line mass transit) and a high-level of coordination is required, can also be of state interest.

As part of the state's vision for a smarter and cleaner economic future, growth in cleaner and quieter industries is expected to increase demand for inner suburban employment and a greater mix of housing will create new opportunities.

State-significant urban renewal areas such as the Thebarton and Hindmarsh precincts, Kent Town, Stepney, Glenside and Keswick, are well connected and have the potential to create mixed-use environments that are attractive places for people to live and work, playing a supporting role to State Innovation Places (SIP), including Lot Fourteen, Tonsley, and BioMed City. In addition, these sites will accommodate new jobs, reflecting their role and competitive advantages in new and growing economic sectors.

State planning and coordination through the renewal of public housing

In areas with a high proportion of public housing, the government will plan, coordinate and deliver neighbourhood urban renewal, often in partnership with the private sector. This provides opportunities to establish a new mix of private, affordable and public housing. New infrastructure including open space, improved public realm and social infrastructure provision will also be considered in the planning of these renewal areas.

These urban renewal areas include locations with higher concentrations of ageing public housing. Areas such as Blair Athol and Woodville West have benefited from new private homes, improved social housing and investment in new public infrastructure. Government attention in these areas to ensure coordination of land and improved outcomes at higher densities is critical to success.



Thebarton (former West End Brewery)

The government is planning to deliver a world-class, mixed-use precinct on the former West End Brewery site at Thebarton. Renewal SA will act as master developer to create a mixed-use community, targeting 1,000 new homes and incorporating at least 20% affordable housing.

There will be significant opportunities for commercial, hospitality, retail and government tenancies.

Further benefits from the high-level vision for the former brewery site include:

- Creation of an estimated 4,000 FTE jobs during construction peaking at 1,200 per year, plus approximately 187 new ongoing retail and hospitality jobs.
- Investment of around \$1 billion in public and private construction and development value over the life of the project.
- Significant areas of public open space as part of an enhanced River Torrens Linear Park, incorporating the State Heritage-listed Riverbank Garden.
- Continuous celebration of the site's history and heritage, with the possible adaptive reuse of high-profile heritage buildings such as the Walkerville Brewhouse and activation of the area around Colonel William Light's first Adelaide home, as well as recognition of Kaurna culture.

Regional centres

Regional centres are large activity centres that service a broad population catchment, providing a full range of services like shopping, entertainment, health, community, and recreation opportunities. As major trip generators, these centres usually have existing frequent public transport services such as dedicated public transport rail, or O-Bahn interchanges. Examples include Marion, Elizabeth, Tea Tree Plaza and Noarlunga.

These centres provide opportunities for people to live locally by providing higher density development and better housing choice near employment, amenities and transport options, ensuring more people benefit from investments in infrastructure and service delivery.

The northern suburbs of Adelaide will continue to accommodate the greatest share of growth, which positions Elizabeth as a strategically important regional centre. This creates a new opportunity to provide a blend of residential living, new business opportunities, education and cultural opportunities to transform it from a traditional retail centre to a mixed-use precinct, taking advantage of the electrified Gawler rail line.

A renewed focus on areas in and around regional centres will need better coordination measures and consideration of current infrastructure capacity. A range of policies need to be investigated to ensure benefits are maximised in these locations including:

- Amendments to activity centre type zoning to encourage residential development, including incentive policies for affordable housing.
- Review incentives outside the planning system to encourage new housing in and around regional centres such as improved financial settings for apartment developments.
- State-led planning and coordination of transit focussed development around fixed mass transit such as Elizabeth, Modbury and Noarlunga.
- Review building heights to support greater opportunities for residential development. For example, development of 6-15 levels may be appropriate in regional centres.



Source 2: Encore Apartments - Sarah Constructions

More than just retail

Regional centres that are well located provide unique opportunities to combine higher-density housing, access to frequent transport and other social services and infrastructure.

The ECH Encore Apartments in Modbury, South Australia, is an award winning 8-level mixed-use retirement living facility approximately 15 km northeast of Adelaide's CBD. It combines housing with a range of new social infrastructure, including a Montessori Early Learning Centre to encourage intergenerational connections on the site.

Urban corridors

Urban corridor development along arterial roads, in the form of apartments and mixed-use buildings, creates opportunities and housing choice for people to live in inner metropolitan areas, close to employment opportunities, in well-designed housing forms that support diverse lifestyles.

With superior access to high-frequency public transport and established main road retail, services and facilities, corridors provide more options for how people move around. Higher residential densities can also accommodate the local population growth needed to support existing local businesses, providing services to the broader local neighbourhood, not only corridor residents.

Corridors can accommodate future housing growth and diversity, while at the same time, balance the desire to preserve the character of adjacent established neighbourhoods. The land uses and character next to these corridors will influence planning policies relating to the type, height and extent of development within the corridors. There is also the potential to increase corridor depths in some locations to increase housing supply and create larger sites that allow the interface with lower-density areas to be better managed. This will be considered through more detailed planning and analysis by the government based on the prevailing context and character of an area.

Maximising opportunities along the right corridors

Height and interface policies are essential for providing well-designed buildings that manage the interface with more sensitive low-rise housing that often occurs at the edge of these zones. They also have a significant impact on potential dwelling yields and feasibility of projects.

Some corridors have limited capacity to increase heights due to their depth, while others provide an opportunity to maximise opportunities for housing in well-located areas, while still managing impacts to adjoining properties.

Allotments with a depth of greater than 50 m, or where there is potential for land to be amalgamated to achieve this, provide greater opportunities for building height and housing while maintaining appropriate interface with adjoining properties.

There are opportunities to facilitate more housing in corridors through review of policies such as:

- Consistent application of interface building heights policies:
 - Application of the 45-degree plane over north, east and west facing boundaries.
 - Application of the 30-degree plane over south facing boundaries.
- Revising interface building policy and the 'significant development site' test to further incentivise amalgamation and development in corridors (for example, two sites rather than four).
- Review building heights and notification triggers to remove requirements for notification where development meets the maximum building height and providing for third party appeal rights where this is exceeded.
- Reviewing carparking rates along high frequency public transport routes.
- Establish minimum heights and densities to ensure opportunities for well-located housing are not lost.
- Create a new Urban Corridor (Interface) Zone that encourages low-medium rise Missing Middle housing, and more sensitively integrates with established residential and character areas.

Urban corridors will be progressively introduced over the next 30-years as market conditions and available dwelling yield support additional supply. Urban corridors are likely to be extended firstly along roads that already have existing corridor zoning along portions of it that have responded to market conditions. New corridors will likely be introduced toward the latter half of the 30-year horizon.

Adelaide City

Adelaide City is the heart of our state’s civic, cultural and commercial life and is a key contributor to infill growth. It will play a more important role in delivering convenient and affordable housing opportunities for permanent residents, essential workers and students.

In 2024, the City housed over 25,000 people and plays an important housing role in the state. Between 2014 and 2024, the City has grown by over 4,500 more people living within the City, surrounded by 760 ha of National Heritage listed park lands. Strategic investments in the Riverbank precinct, education and health institutions and the Lot Fourteen Innovation Hub, along with policy initiatives such as the Capital City Policy Review, design review process, targeted rezonings and catalyst sites have facilitated well-planned growth within the City centre.

The planning required to facilitate these opportunities will be a collaborative effort between the City of Adelaide and the government.

Local infill investigation areas

Long-term strategic objectives:

1. Local area planning identifies and plans for additional housing opportunities to support a diverse range of housing to meet the evolving needs of local communities.
2. Areas are identified that will undergo changes in urban form and consider the complementary infrastructure and public realm improvements required to support these changes, including infrastructure contributions required to fund them.
3. Investigations are undertaken to address infrastructure capacity and identify planning, coordination and funding mechanisms to improve the sustainable delivery of local housing within established suburbs.

Local government plays a vital role in the planning for housing. Decisions made at the local level have a direct impact on the quantity, quality, and affordability of housing supply.

Key local government functions such as initiating land rezoning, development approval and infrastructure delivery have impacts on housing location, density and cost, as does the determination of how surplus government land within a local area should be used. Local government is also in the best position to identify the placed based planning response.⁷

Local infill investigation areas have been identified which could provide for well-planned and well-located sources of medium density (or Missing Middle) diverse housing and smaller scale employment opportunities, to assist in meeting local government area housing targets set by the Plan.

More detailed planning work and infrastructure investigations will be required by local government and other stakeholders to unlock the potential of identified land. Examples are identified in Table 4.

⁷ Local Affordable Housing Plan Toolkit



Table 4 - Local infill investigation area examples

Type	Examples
<p>Activity centres Typically providing a level of local services and access to public transport.</p>	<ul style="list-style-type: none"> • Salisbury City Centre • Edwardstown Shopping Centre • Mitcham Centre • Burnside Village
<p>Main street Areas surrounding the traditional main street with some local services.</p>	<ul style="list-style-type: none"> • Brighton Road, Brighton • Springbank Road, Clapham
<p>Regeneration areas Where the housing stock is ageing but the sites are well located, serviced by public transport and other services.</p>	<ul style="list-style-type: none"> • Findon Regeneration Areas • Plympton and Camden Park Regeneration Areas
<p>Transit focused Land around railway stations, lines and interchanges.</p>	<ul style="list-style-type: none"> • Greenfield Station • Klemzig Interchange
<p>Brownfield sites Previously developed land that has been abandoned or underutilised and may be suitable for residential uses.</p>	<ul style="list-style-type: none"> • Blacks Road, Gilles Plains • Findon Road, Kidman Park

Activity centres and main streets

Well-designed infill in and around smaller-scale shopping centres and main streets may involve rezoning for medium density housing and projects to improve infrastructure and services. Increased densities can maximise opportunities these locations offer, provide for higher levels of amenity and support the local economies in these localities.

Regeneration and transit focused areas

Regeneration of established areas can also include the coordinated development of privately-owned housing in middle to outer ring suburbs (often dating from the 1950s, 60s and 70s), where owners are demolishing existing houses to replace with modern housing stock. Land around activity centres and close to transport, open space and other amenities also provide good opportunities to provide well-located housing at higher densities. These areas provide an opportunity to introduce a range of new Missing Middle housing. Housing diversity and affordability objectives will generally be achieved through low-rise housing such as townhouses and courtyard homes.

Brownfield sites

Regeneration of underutilised land, or land that is no longer needed for a previous purpose can provide additional sources of infill housing. Such areas may benefit from a form of structure planning which provides opportunity to achieve greater housing choice. The number of these sites are at a premium and will reduce as further sites become more difficult to identify in the current urban form.

Local coordination and delivery

Delivering new housing outcomes in a way that will meet community expectations requires analysis of local infrastructure and open space capacity, improved design, landscaping and tree planting. Careful planning is required to manage small-scale infill with greater care to address community concerns about poor design, tree canopy loss, street parking loss and the detrimental effects on heritage areas and character.

Local area planning provides the opportunity to harness the local knowledge, insights and expertise of local government to identify housing needs and issues facing their communities to drive the development of local place-based solutions.

Local area planning will need to consider:

- The evolution of future housing needs to reflect local demographic changes, smaller household sizes and diversity of housing choices local communities now seek.
- Locations where the character of neighbourhoods would benefit from regeneration and the types of housing and densities that could integrate sensitively with local neighbourhoods.
- The capacity of local transport, services, sporting and social infrastructure, local road and parking infrastructure, the level of future investment required and local infrastructure charging mechanisms such as the establishment of infrastructure schemes to fund improvements.
- Improvements to the amenity of neighbourhoods that may better support future population growth including sporting, recreation and social infrastructure, a range of transport options including proximity to public transport, local parking capacity and walking and cycling options.
- Quality of open space and opportunities for investment, including the partnership opportunities through the Planning and Development Fund to support the provision of open space linked to housing growth.

The role of governments and processes to coordinate local infill investigation areas is further discussed in Implementation and Delivery.

Councils' role in planning for their local communities

Councils plan and shape how our neighbourhoods grow, bringing them to life.

As the closest level of government to communities, local planning is essential as each community is different.

There are a range of services that councils are required to provide by legislation, including planning at the local level for the development and future needs of their area. This includes providing for the welfare, wellbeing and interests of their community and managing, developing and conserving the environment.

Councils also manage and maintain the extensive network of local infrastructure that is essential for creating liveable and sustainable communities including local roads, stormwater systems, footpaths and bike paths, open space and playgrounds and the management of parking.

A local understanding of these issues and alignment between local housing needs, planning and infrastructure coordination is essential for providing the right mix of housing in the right places to support the needs of individual communities across Greater Adelaide.



Strategic infill coordination and incentives

Maximising the benefits of well-located land

Larger land parcels are needed to achieve the scale necessary for better master planning and coordination, however many of the consolidated and well-located state and local infill investigation areas have already been developed.

Government-led planning, coordination and delivery of precinct planning, particularly where land is highly fragmented, is required in key locations for strategic infill and urban renewal to be a success.

A range of policies need to be investigated to ensure benefits are maximised in well serviced, strategic locations including:

- Minimum building heights and densities to capitalise on well-located land and good infrastructure and provide certainty to developers and community.
- Provide planning policy incentives where higher density should be encouraged, such as heights and yields and incentives bonus policies for affordable housing.
- Review incentives outside the planning system, such as improved financial settings for apartment developments.
- Planning for employment uses or capacity within new buildings.
- Incentives to encourage diverse and affordable housing, including build-to-rent and Missing Middle housing options for workers near key employment precincts.
- Improved management of interface between differing intensities of development and land uses.
- New development pathways and incentives for Missing Middle and alternative forms of housing.
- Review precinct planning and infrastructure coordination, delivery and funding mechanisms for strategic infill and urban renewal such as the use of the *Urban Renewal Act 1995* and the PDI Act infrastructure schemes, including the role to build in green spaces to address smaller allotments.

The extent of government involvement required in each strategic location will vary depending on its characteristics. This is further discussed in Implementation and Delivery.

Transport integration and carparking

Areas with efficient public transport options encourage households to have lower proportions of car ownership, leading to less demand for parking which can add significant cost to a home, particularly in higher density areas.

Strategic infill sites near established transit corridors seek to maximise the use of public transport, as well as walking and cycling.

However, we know that public transport may not always conveniently provide for the complexity of travel required to service a person's day-to-day needs. They may need a car to do the weekly shopping, take children to school or sport, or to visit friends and relatives. This requirement could be serviced by private vehicle ownership or other models such as car share services.

Well-designed strategic infill and urban renewal areas can be attractive destinations for people to visit outside of the area. In addition to providing transport choice, we also need to reconsider how we plan and deliver appropriate carparking for occupants and visitors alike. An example is the Bowden Urban Village that attracts visitors beyond its residents as a vibrant and welcoming destination.

More efficient and affordable parking arrangements are required, including 'de-coupling' parking from housing to minimise the costs to develop and maintain appropriate parking in strategic urban renewal areas.

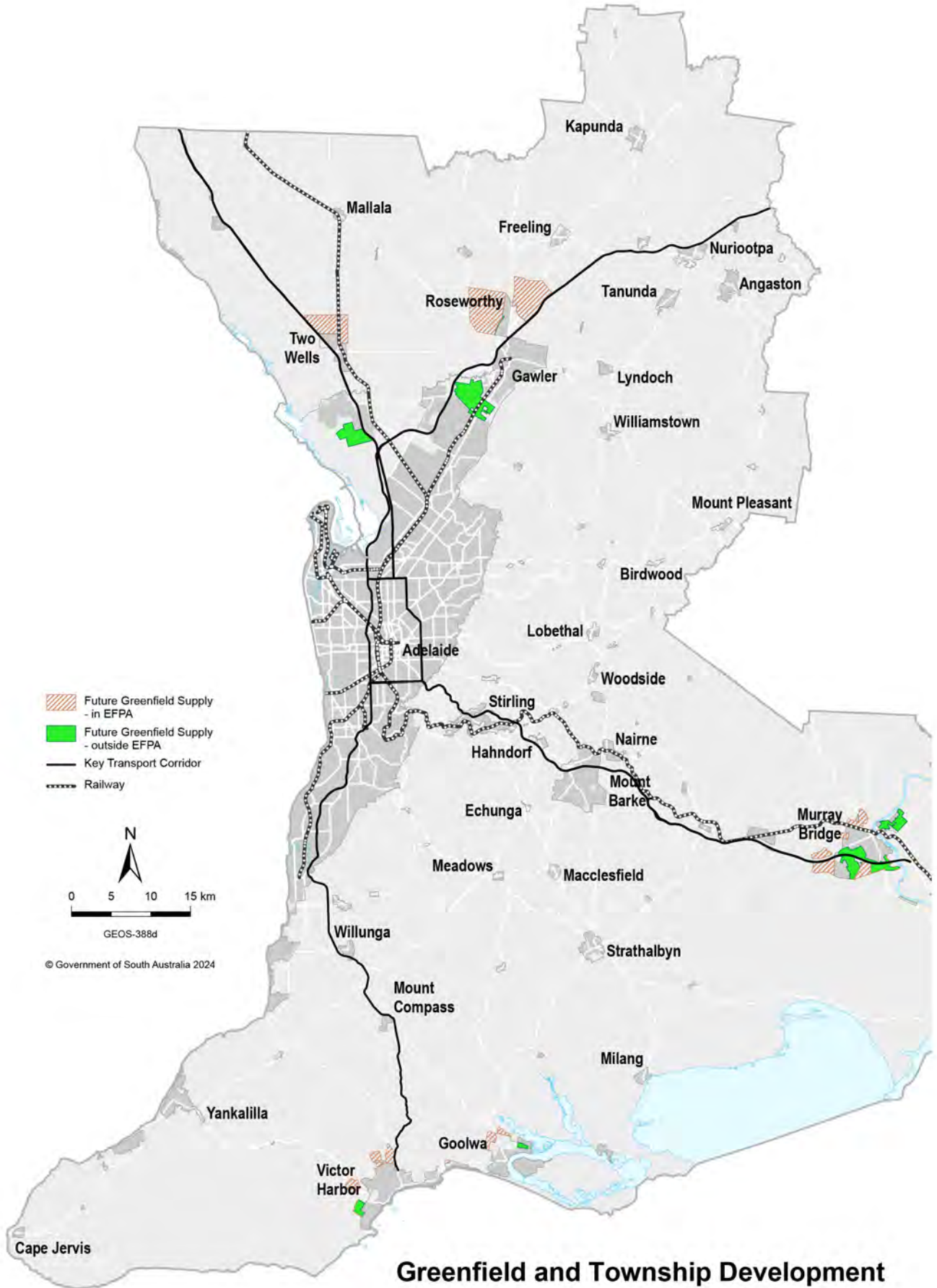
This can be achieved through:

- Shared parking - properties use the same parking structure and is most efficient where there is opposite peak usage, such as residential and offices.
- Precinct parking - allows all vehicle users within a precinct to use a consolidated parking facility that serves a variety of sites and land uses. This improves affordability by reducing construction and operations costs and users can visit multiple sites within the precinct without having to drive and re-park.
- Other arrangements that reduce carparking need like car sharing arrangements for residents or micromobility schemes.

Greenfield and township development

Long-term strategic objectives:

1. Prioritise the release of zoned land based on orderly growth and transparency of costs to the community.
2. Performance outcomes established for greenfield communities to promote connected, convenient, cohesive, and climate-smart communities.
3. New growth areas planned and designed to provide a diverse range of housing, social and physical infrastructure, activity centres and open space.
4. New growth areas incorporate employment land and activity centres to ensure new communities have locally accessible employment opportunities.
5. Build on existing infrastructure capacity in townships where growth opportunities exist that does not detrimentally impact the Character Preservation Areas or areas of high environmental or agricultural value.
6. Maintain an up-to-date growth prioritisation plan including priority locations to be considered for removal and retention from the EFPA to inform future reviews undertaken to ensure a 15-year rolling supply of zoned land.



The 30-Year Plan and its update in 2017 resulted in a relatively healthy supply of zoned residential greenfield land in Greater Adelaide, as outlined below:

Table 5 - Greater Adelaide residential greenfield supply

Land supply region	Development ready (Lots)	Proposed (Lots)	Undeveloped zone (Lots)	Future (Lots)	Total (Lots)
Outer North	3,044	13,883	23,218	22,111	62,256
Northern Plains & Barossa	176	1,385	2,281	382	4,224
Adelaide Hills	1,006	3,737	5,318	341	10,402
Murray Bridge	194	1,007	5,317	2,106	8,624
Outer South	536	1,286	4,512	1,900	8,234
Fleurieu Peninsula	1,038	1,650	3,651	8,601	14,940
Total	5,994	22,948	44,297	35,441	108,680

* Data extracted from Land Supply Dashboard

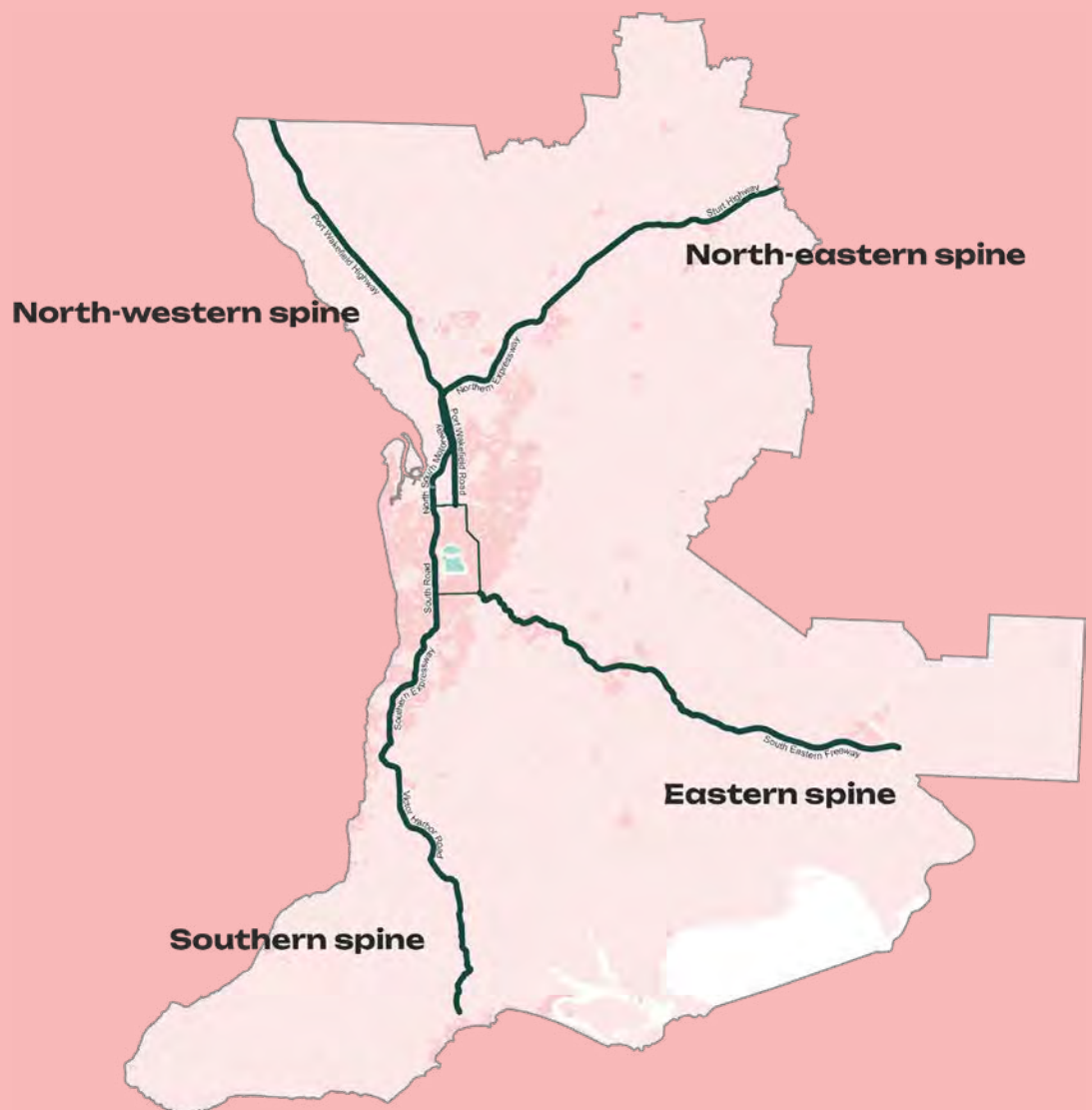
** Data relevant as of 31 March 2024

However, not all areas have been well-planned and essential trunk infrastructure delivery is lagging behind in some growth areas. This has resulted in the \$1.5 billion investment in water and wastewater infrastructure across multiple growth fronts (2024-2028). As such, there is a focus on the servicing of existing zoned land (0-15 years) and preserving areas for longer-term greenfield growth as current areas are progressively serviced and delivered.

Longer-term greenfield growth areas

New growth areas have been identified based on their capacity to accommodate growth including environmental constraints and the long-term capacity to provide infrastructure.

To accommodate housing requirements the Plan includes the expansion of seven growth areas along four major transport spines:





Northwestern

The northwestern spine is connected by the Port Wakefield Highway. Additional growth areas have been identified south of Riverlea and north of Two Wells, taking advantage of existing major transport infrastructure and leveraging existing and planned infrastructure to accommodate significant urban growth already planned for these areas. These areas are also well connected to strategic employment lands, particularly Greater Edinburgh Parks which is expected to accommodate significant jobs growth associated with manufacturing and defence.

Future investigations required:

- Aboriginal cultural values and heritage – Early engagement with Kaurna Yerta and further investigations will be required prior to any rezoning or expansion of Riverlea for future housing or employment to consider Aboriginal heritage and cultural values.
- Public transport – Long-term public transport options, including bus rapid transit and consideration of future rail.
- Water security – Climate independent regional water supplies and wastewater solutions.

Estimated additional housing capacity identified in the Plan

Growth Area	2031	2041	2051
Northwestern	5,208 lots / 620 ha	2,330 lots / 277 ha	9,329 lots / 1,110 ha

Northeastern

The northeastern spine is well serviced by road and rail, extending along the Northern Expressway, past Redbanks Road, towards Roseworthy and is also connected by the Gawler rail line.

The Kudla growth area provides an opportunity for a master planned extension to Munno Para and Blakeview that takes advantage of recent government investments in electrified rail. This area would include the establishment of a new Northern Park Lands that separates the Kudla growth area and from the more established areas of the Gawler township and supports the growth of the outer north through provision of new public open space. The future development of the Kudla growth area will seek to protect existing remnant vegetation areas and identify opportunities to establish biodiversity linkages aligned with natural landscape features.

Roseworthy has been identified for significant urban growth building on extensive planned urban development and infrastructure and establishing it a significant satellite city in the future which may warrant future regional infrastructure investment including investigation of passenger rail.

Future investigations required:

- A structure plan and infrastructure scheme will be required for the Kudla growth area prior to any rezoning occurring due the fragmented land ownership and coordination of infrastructure delivery required.
- The upgrade of Dalkeith Road is required and will be considered in the preparation of an infrastructure scheme, along with potential relocation of passenger rail stations to support improved accessibility to transport infrastructure.
- A new Northern Park Lands will be established by the government in partnership with local government that will connect the Hills Face to Karbeethan Reserve and the Gawler River and provide new recreation facilities to support the growth of this area.
- Investigation of long-term public transport options for Roseworthy including investigation of mass transit connection via existing corridor.
- Climate independent regional water supplies and wastewater solutions will need to be investigated to ensure water security.

Estimated additional housing capacity identified in the Plan

Growth Area	2031	2041	2051
Northeastern	3,243 lots / 309 ha	23,995 lots / 2,614 ha	19,868 lots / 2,357 ha

Kudla growth area and Northern Park Lands

Comprising parts of the suburbs of Kudla, Hillier, Munno Para Downs, Evanston Gardens, Evanston South and Blakeview, the Kudla growth area has been identified as an area where a significant opportunity exists to provide housing options close to the recently electrified Gawler rail line. To be planned and delivered over the next 30-years, this growth area is also ideally located to maximise connections to a wide range of community services, providing high-quality, affordable housing choices to families seeking to live close to new employment opportunities in what is a rapidly growing area of Adelaide.

A key element of the future development of the Kudla growth area will be the establishment of the Northern Park Lands – a new linear park that over time will provide an uninterrupted green corridor from the Hills Face Zone to Karbeethan Reserve and the Gawler River. The Northern Park Lands will provide a clear inter urban break between the new and established areas of Gawler, and become a place for active recreation, greening initiatives, community respite, local sports facilities and walking and cycling trails.

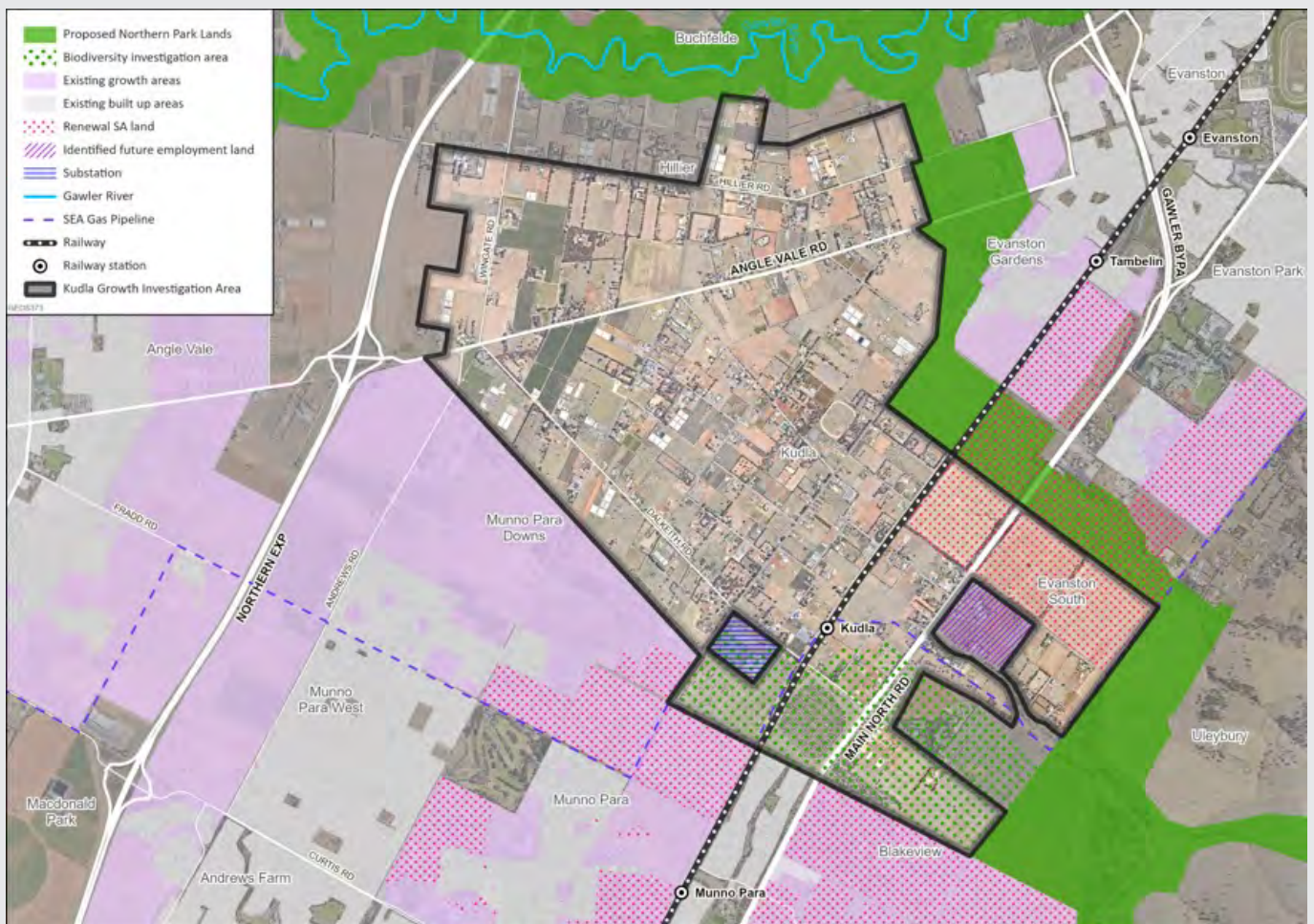
First identified as part of the Metropolitan Open Space System in 1967, the former alignment of the inter urban break covered an area dominated by small land holdings, which has prevented the delivery of true green corridor over the last 50 years. The change of alignment of the proposed Northern Park Lands will allow the inter urban break to be delivered in a much more timely and efficient manner.

The government will prepare an implementation strategy within the next 12 months that outlines how the Northern Park Lands will be delivered. The strategy will seek to ensure that the early delivery of the first stage of works on government-owned land will coincide with the delivery of the first new homes in the adjacent Kudla growth area.

In partnership with the Town of Gawler and the City of Playford, the Government of South Australia will lead a structure planning process to properly plan for the growth of the Kudla growth area before it commences. This will be completed before land is rezoned. Infrastructure agreements will also be required prior to rezoning, which will ensure that landowners benefiting from land value uplift pay a fair contribution towards the delivery of key infrastructure upgrades.



Structure planning for the growth area will be guided by recognising and protecting where possible remnant vegetation in the area, particularly south of the creek line to ensure important biodiversity corridors are maintained and enhanced as the Kudla growth area evolves over the next 10+ years. This will include looking at opportunities to revegetate and rehabilitate land in the vicinity of the proposed Kudla growth area, and the vegetated allotment on the rail line, delivered as part of the Million Trees Program through the structure planning of the growth area. Infrastructure such as the Smithfield Cemetery, gas pipeline and electricity sub-station will also be considered in this process.



Southern

In the southern spine, growth opportunities are focused around the coastal towns of Victor Harbor and Goolwa, taking advantage of the federal and state government's commitment to the Fleurieu Connections projects.

These centres are generally linked to services and employment via Victor Harbor Road and, to a lesser extent, Alexandrina Road. There is limited land supply or development opportunities in other parts of the southern region due to topographical constraints, or protections associated with primary production, character or environmental value (e.g. McLaren Vale). These southern coastal communities, which provide an attractive lifestyle opportunity, and a convenient alternative to living in the Adelaide urban area.

Future investigations required:

- The provision of supporting physical and social infrastructure will play a major part in the ability of this region to manage sustainable growth.
- Water security - climate independent regional water supplies and wastewater solutions are required due to the current reliance on the Myponga Reservoir as the single source of supply.

Estimated additional housing capacity identified in the Plan

Growth Area	2031	2041	2051
Southern	1,474 lots / 176 ha	5,904 lots / 702 ha	2,424 lots / 289 ha

Eastern

The South Eastern Freeway provides the central axis for the eastern spine connecting Mount Barker and Murray Bridge to Adelaide. The freeway also provides a critical freight connection to new employment lands planned near Monarto and Murray Bridge.

Mount Barker has seen significant growth since 2010, which has accelerated since 2017. As this growth continues in the coming 10 to 15 years, no additional growth is planned. This will allow for a period of consolidation as significant infrastructure and city shaping projects, such as the town centre upgrade, are rolled out to support the growing community. However, any infrastructure planned over this period should take a strategic view, with a view to potential further growth over the long term.

Murray Bridge provides significant long term growth opportunities. The city has existing capacity for an additional 8,000 houses, and new growth areas identified in have the potential to establish it as one of Greater Adelaide's significant satellite cities.

Future investigations required:

- Transport planning work will be required to rationalise and develop long-term infrastructure improvements that will meet expected future travel demands associated with growth.
- The provision of supporting physical and social infrastructure will play a major part in the ability of this region to manage sustainable growth.

Estimated additional housing capacity identified in the Plan

Growth Area	2031	2041	2051
Eastern	9,314 lots / 1,109 ha	6,807 lots / 810 ha	7,360 lots / 877 ha

Planning for new master planned communities

Well located and planned growth areas can provide high quality and more affordable living options when they are:

- Connected to transport and access to employment.
- Provided with good community infrastructure such as recreation, health, and education facilities.
- Well-designed to provide more diversity and housing choice, local retail and services, high-quality open space, streets and pedestrian networks.

Greenfield growth needs to be well-planned and prioritised based on the cost to deliver infrastructure and services. Put simply, not all areas identified for greenfield growth can or should occur together. As more detailed long-term infrastructure planning is completed by government infrastructure agencies and utilities providers, the Plan will be progressively updated to reflect prioritisation of growth areas to match how our population grows. The Plan, when used together with the Land Supply Dashboard, will closely track Greater Adelaide's growth and provide a lead indicator of when new supply is needed.

The prioritisation of land will take account of the lengthy process to undertake the planning required to turn unused or under-utilised land into an urban area.

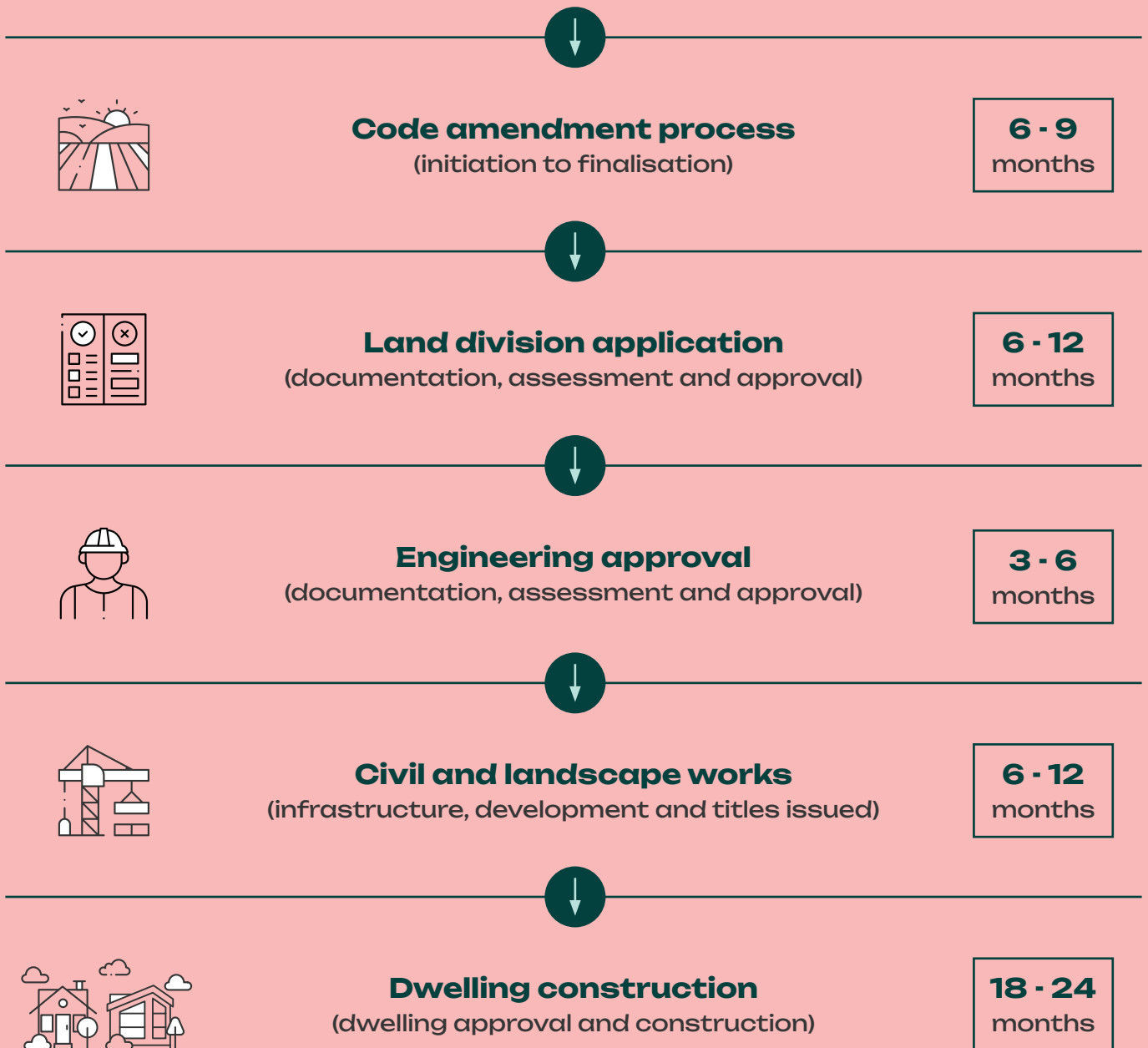
Where suitable to do so, the government will use deferred urban zoning to ensure the upfront planning work is completed and only switched to an urban zoning when the supply is needed, and the infrastructure and services can be delivered in a cost-effective manner. This will be a fast-tracked process to turn on the supply (from deferred urban to urban) when it's needed based on good planning processes.

Rezoning and development process overview

The development process takes time to do well, and the steps involved are outlined below

New reforms. New timeframes

Total 36 - 63 months



An overview of how new growth areas will be planned and delivered is provided in Implementation and Delivery.

New performance outcomes for master planned communities

New performance measures will be established in the Code to guide the planning and development of master planned communities to promote:

- Street and subdivision patterns that make walking easier and provide direct routes to shops, services, transport and open space and promote environmental performance such as lot orientation.
- Inclusion of active and public transport infrastructure within new neighbourhoods to avoid the future cost and inconvenience of retrofitting safe spaces for pedestrians and cyclists.
- Minimum housing density and diversity targets and housing diversity targets around activity centres, open space and transport to make service viable.
- Providing affordable housing near facilities, services, and transport to enable affordable living.
- Incentives to provide Missing Middle housing.
- A network of connected open spaces and meeting greening and tree canopy targets.
- Providing land for employment uses and accessible activity centre and retail development.
- Planning for new infrastructure, including social infrastructure based on established thresholds.



Environment and Food Production Areas

The growth of Greater Adelaide has occurred in a largely linear fashion from north to south as Greater Adelaide is constrained by the coastline to the west and Mount Lofty Ranges to the east.

There are two legislative mechanisms in place to manage the growth of our peri-urban areas, in the form of the EFPAs, and the Character Preservation Districts in the Barossa Valley and McLaren Vale.

EFPAs, along with Character Preservation Districts (CPD), cover 89% of the region. Introduced in 2017 as part of South Australia's new planning system, EFPAs protect our prime food and wine regions and natural resources from urban encroachment.

Most of the long-term future growth areas identified are located in EFPAs, where the division of land for the purpose of creating additional allotments for residential development is precluded. Table 6 identifies additional land within the Plan identified for residential growth within and outside of the EFPAs.

The State Planning Commission (Commission) is required to conduct a review of the EFPA boundaries every five years. This review must focus on the suitability and adequate supply of land to support a minimum 15-years supply of land for housing and employment growth within Greater Adelaide, as well as whether existing urban areas are able to support urban renewal and consolidation. The boundaries of the EFPAs may only be amended following review or inquiry by the Commission.

There are future growth areas, such as Roseworthy, that are currently in the EFPA that would be logical to expand as infrastructure investment is occurring right now. While their removal from the EFPA would still need to be subject to a further review or inquiry by the Commission, these future growth areas have been identified based on consideration of a range of factors, including their environmental and agricultural value. Other areas will not be supported to be removed from the EFPA, such as the Virginia Triangle and areas of scenic beauty and environmental value.

An action of the Plan will be to prepare a schedule of areas to be considered for removal (and retained) from the EFPA during future reviews by the Commission to ensure a 15-year rolling supply of land to accommodate housing and employment growth. This will be included in the first update to the Plan.

Table 6 - Additional land identified in Greater Adelaide for growth

Growth area	Land within EFPA	Land outside EFPA
Two Wells	1,281 ha	0 ha
Riverlea	0 ha	726 ha
Roseworthy	3,967 ha	0 ha
Kudla	0 ha	1,276 ha
Victor Harbor	613 ha	176 ha
Goolwa	311 ha	67 ha
Murray Bridge	1,307 ha	1,489 ha
Totals	7,479 ha	3,111 ha

Township growth

Smaller townships in Greater Adelaide do not experience the same growth pressures as the suburban fringes of metropolitan Adelaide. This provides opportunities to build on the existing physical and social infrastructure through modest expansion. They provide an important opportunity for more local housing in locations that don't have high agricultural or environmental value. This includes townships such as Strathalbyn, Kapunda, Normanville and Middleton.

These townships are generally not supported by significant transport or social infrastructure and these limitations should be considered when planning for modest growth. Removal of land from Character Preservation Areas, protected under the Barossa and McLaren Vale Protection District legislation is not supported due to their important landscapes, built form and heritage, scenic landscapes and important economic contribution through viticulture, agriculture, tourism and value adding products such as wine making.

Councils will undertake local areas planning for these communities to identify and plan for future housing needs.

Housing diversity and affordability

Long-term strategic objectives:

1. New housing forms are provided that improve housing choice and integration with existing neighbourhoods across several zones.
2. Increase opportunities for well-located and well-designed housing to support the needs of a diverse range of people.
3. Affordable and social housing is facilitated through a range of measures, including incentives such as density and height bonuses.
4. Existing buildings are adaptively re-used for new housing, including commercial, industrial and heritage places.

One of the ways planning can help with housing affordability is to facilitate policy settings that encourage a mix of housing types and sizes across all areas of Greater Adelaide, better matching housing needs and preferences to different demographics.

The ongoing trend for detached housing, typically with three or more bedrooms, does not necessarily match the needs of the increasing number of smaller households.

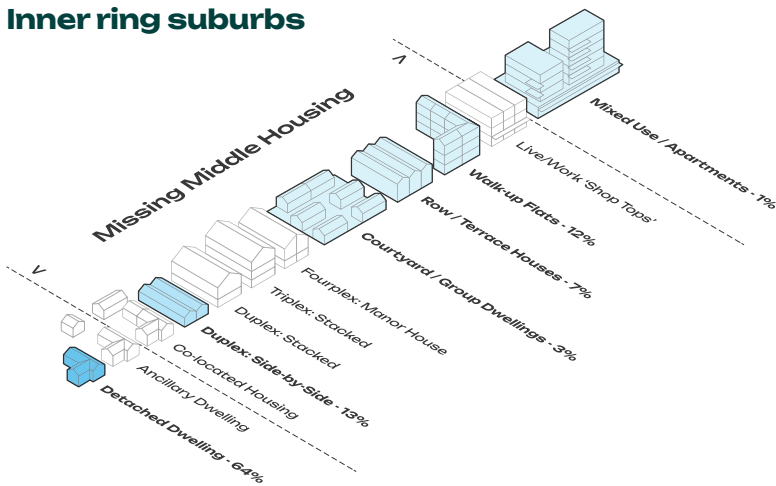
A predominance of large, detached housing presents difficulties in adapting to more compact forms of living that is needed for Living Locally neighbourhoods, in particular, walkability, public transport provision. This highlights the need to encourage a broader range of dwelling types and dwelling sizes in both greenfield and infill locations.

There are also accessibility, inclusion and community resilience benefits. Diverse and adaptable housing across the region provides for different needs, incomes, stages of life and lifestyle choices close to existing support networks. With an ageing population, there is a focus on providing older people with more opportunities to age-in-community. Young and low-income persons also need the opportunity to get their foot on the housing ladder in a variety of locations.

A review of policy settings is needed to promote greater choice and to support the supply of diverse and adaptable dwellings that cater for changes within a household over its lifecycle.

What we have

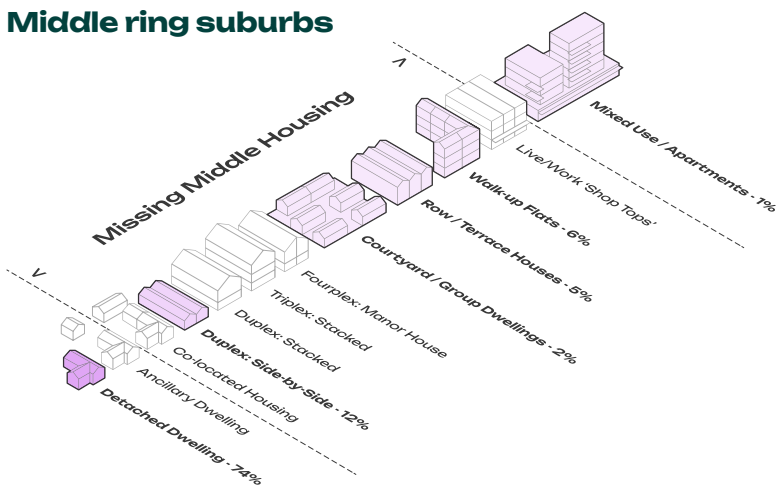
Inner ring suburbs



Current housing across inner Adelaide

- Detached dwellings represent 64% of housing stock
- Dwellings not coloured represent <1% of housing stock
- 67% of dwellings are 3 bedrooms or more
- 37,000 excess bedrooms after allowing 1 spare room per household

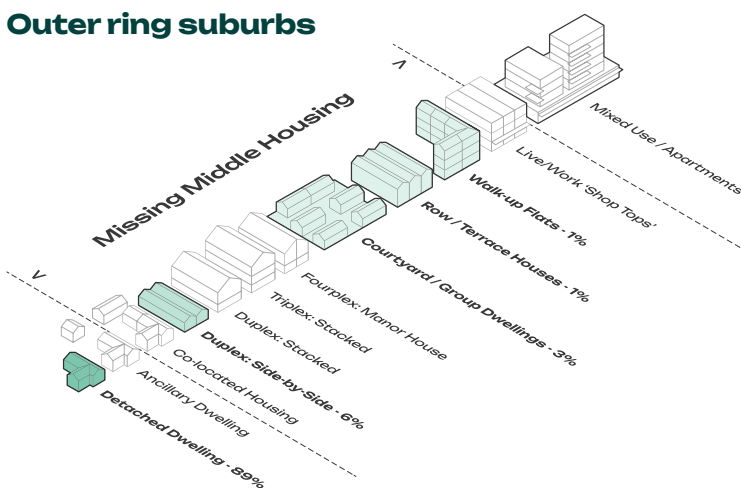
Middle ring suburbs



Current housing across middle Adelaide

- Detached dwellings represent 74% of housing stock
- Dwellings not coloured represent <1% of housing stock
- 79% of dwellings are 3 bedrooms or more
- 145,000 excess bedrooms after allowing 1 spare room per household

Outer ring suburbs



Current housing across outer Adelaide

- Detached dwellings represent 89% of housing stock
- Dwellings not coloured represent <1% of housing stock
- 87% of dwellings are 3 bedrooms or more
- 109,000 excess bedrooms after allowing 1 spare room per household

What we need

Missing Middle housing

Between the large, detached housing and mixed-land use apartments that make up the current housing mix across Greater Adelaide, Missing Middle housing offers a variety of alternative options that provide greater choice to meet the needs of a wide range households, life stages and lifestyle choices.

Missing Middle housing includes co-located housing, duplexes, triplexes, fourplexes, fourplex 'manor houses', courtyard housing, terraces and small scale apartment buildings.

These housing types have the potential to provide more affordable and diverse options than detached houses but are smaller than larger mixed-use developments located along transport corridors or in activity centres.

While some of these housing types already exist, with examples scattered throughout the older inner suburbs, they are wildly under-represented within the Greater Adelaide region, particularly in middle and outer areas.

We need to increase the amount of Missing Middle housing types across all parts of Greater Adelaide so we can increase our housing supply and choices at a low-rise scale. The change in urban form will also help address the challenges of achieving walkability, public transport, living local and ageing-in-community.

Missing Middle housing is like having a variety pack of housing choices in the neighbourhood instead of a one-size-fits all option. It allows for more people to live in desirable areas in well-designed and affordable housing, increases the supply and variety of housing in established areas and promotes walkable neighbourhoods.



Ancillary Dwelling



Co-located Housing



Duplex - Side-by-side



Duplex - Stacked



Triplex



Fourplex: Manor House



Courtyard Dwellings



Row/Terrace Houses



Walk-up Flats



Live/Work 'Shop Tops'



Source: Heart Foundation and Sweet Lime Photo

Certainty and incentives for more diverse housing

In the last decade, new housing products have emerged, including a new generation of multi-level apartments in urban corridors and larger urban infill sites. The adaptation and conversion of character homes into multiple units can also meet the needs of a diverse range of people.

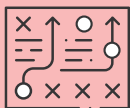
Continuous policy monitoring, reform and refinement is required to facilitate more diverse housing products and tenures to meeting changing needs and preferences in the community.

Planning policies are required to facilitate the development of secondary dwellings or co-located houses with their own secure tenure, to provide housing options that are:

- universally designed
- affordable
- supportive of ageing in community.

Better designed apartments and the provision of other diverse housing options are also needed to:

- Provide clear and consistent assessment pathways to encourage a range of smaller housing types such as apartments, build-to-rent and student accommodation.
- Provide greater flexibility in design requirements, such as allowing for reduced apartment size where high-quality communal amenities and facilities are provided, while ensuring design quality for smaller apartments.
- Maximising opportunities for retirement living and supported accommodation in strategic locations.



There are several Missing Middle housing products that are not being developed and that do not have clear assessment pathways in the planning system. This reduces certainty to landowners, builders and developers about the ability to obtain approval for these types of housing, where they can be developed and how they should be designed.

These Missing Middle products include quadplex / manor houses, triplex and stacked duplex housing. New design criteria and assessment pathways will be established and incorporated into the Code to facilitate these housing types in appropriate areas.

Housing diversity in greenfield areas

New master planned communities are an important supply of affordable housing. The outer ring suburbs of Greater Adelaide have a limited mix of housing choice. Detached housing represents 90% of the housing stock in these areas and is the primary housing type developed in new estates. Other forms that are more suited to older, single or younger people on lower incomes are less represented. Duplex housing, group or courtyard housing and other types such as townhouses and apartments only make up less than 1% of the housing supply in these areas.

A diverse mix of housing in new master planned communities can also support more sustainable access to social infrastructure and services as they are able to maintain a range of services for different groups. For example, schools or services for ageing.

New performance measures will be established in the Code to guide:

- Minimum housing density and diversity targets, and housing diversity targets around activity centres, open space and transport to make services viable.
- Providing affordable housing near facilities, services, and transport to support affordable living.

Supported and retirement living

By 2036, a quarter of all South Australians will be aged 65 and over and a fifth aged over 85. This will significantly increase demand for housing suited to an ageing population.

Many older people will choose to live in their current neighbourhoods where family and social networks exist, which will increase demand for smaller, well-designed and affordable housing types, or new models such as co-living. This will also significantly increase demand for retirement villages and supported accommodation (such as residential aged care). There are a range of emerging trends resulting from this demand including:

- More demand in established areas where there is an ageing population and where people want to age within their existing community.
- Higher density living is often proposed in well-serviced, established neighbourhoods which require good planning and design to manage height, form and the interface with surrounding properties.
- Incorporating non-residential services that support wellbeing and reduce social isolation such as consulting rooms, gyms, small-scale cafes and retail. These are particularly important in higher density facilities and may also provide services to the broader local community.

The following planning policy changes will be investigated to support the retirement living and other aged housing, such as supported accommodation:

- Ensuring clear and consistent pathways that support higher density retirement and supported accommodation in well-located sites.
- Managing the interface and design with more sensitive uses.
- Incentive policies to encourage the supply of affordable retirement living.
- Reviewing carparking requirements considering lower car ownership.
- Allowing a range of supporting land uses such as consultation rooms, community facilities and retail that service residents, but also provide access to the local community to assist fostering access to services and a better sense of neighbourliness.
- Considering the need for retirement and supported accommodation when structure planning for greenfield growth areas.

Affordable housing

The government is committed to the delivery of more social and affordable houses, more affordable rental opportunities, and more support for people to buy a home.

This commitment will drive further changes to the planning system to accommodate the targeted increase in affordable housing outcomes.



The planning system relies on the Affordable Housing Overlay which forms part of the Code. Affordable housing is priced to cost people no more than 30% of their gross income if they are on a low or moderate income.

The Affordable Housing Overlay will be expanded to all areas experiencing residential infill and greenfield / master planned estates or brownfield sites, which are being redeveloped in the Adelaide metropolitan area. An offset scheme is also being established for situations where land economics prevent the establishment of affordable housing. This will allow payment into an offset fund that will be used to deliver more social housing where it is needed most.

The Code provides a range of incentives to encourage affordable housing, providing dispensation from policies setting minimum envisaged site areas, car parking and building heights where affordable housing is proposed. These policies require further review to ensure that they are facilitating affordable outcomes and providing appropriate housing and design outcomes.

Social housing

Source 3: [Social Housing | SA Housing Trust](#)

Social housing is the umbrella term for public and community housing. Currently there are around 43,000 households living in social housing in South Australia.

SAHTs public housing services are part of a greater social housing support system. Public housing provides housing to those most in need in our communities, and who are at greatest risk of becoming homeless. SAHT delivers a range of public housing services, including low rental housing options and housing for Aboriginal peoples.

Other social housing options include community housing, which is provided and managed by not-for-profit organisations who are independent of the government. They have strong links to their community and provide housing to specific groups in the community.



Adaptive reuse

Adaptive reuse is the process of repurposing existing underutilised buildings and structures for new and ongoing functions. Adaptive reuse can offer sustainable, cultural and place-making benefits and support the retention of buildings of state heritage significance and local character, as well as those buildings that are currently underutilised.

The current planning system has made significant progress in supporting the adaptive reuse of existing buildings through recent amendments to building standards, as well as policy improvements and incentives through the Code.

To facilitate greater adaptive reuse of heritage places, amendments to the Code are required to allow a broader range of possible land uses for heritage places than those currently listed in the relevant zoning.

People, housing and liveability

Outcome 2: Liveable, accessible and inclusive communities

Liveable, accessible and inclusive communities are those that are resilient, attractive, healthy and safe for all community members. Liveable communities are most successful when they are inclusive, and all community members feel a strong sense of place and belonging.

Adelaide regularly ranks highly on global liveability and quality of life ratings. However, as populations and housing needs increase, a more concerted effort is required to ensure this remains the case long-term, and that these benefits are evenly distributed across the community.

The quality of open public spaces greatly affects opportunities for recreation, social connection and cultural enrichment. These important factors combine to affect the health and wellbeing of individuals and communities.

Community identity and a sense of place is formed through the cultural heritage, landscape values and built character of an area. Development designed to have regard to local characteristics and physical features contributes positively to the visual experience of a place, social cohesion and overall liveability.

Convenient access to services, more transport options, and better environmental design mean living costs are lower in quality neighbourhoods than in socially isolated ones. Carefully planned neighbourhoods tend to be greener, safer, healthier, more prosperous, and better serviced.

Over the course of our lifetime, what we need from our neighbourhood will also change and evolve, driven by our own or our family's emerging needs and the lifestyles we choose to lead.

While the majority of South Australians live in metropolitan areas close to the city, many are still drawn to the more relaxed existences that are still possible in the townships and settlements that remain the beating hearts of our regional communities.

We need to protect those areas of special character and continue to provide for the management or conservation of land, buildings, heritage places and areas. The enduring, living, spiritual and cultural connection to the land by South Australia's First Peoples is recognised and acknowledged as an essential part of our cultural heritage. This is what makes Greater Adelaide unique and reflects the diversity, unique features and key moments in our history, and contributes to the community's identity and sense of place.

Figure 5 - Attributes of living Locally

Source 4: Greater Adelaide Regional Planning Discussion Paper



Regional open space

Long-term strategic objectives:

1. A Greater Adelaide Open Space System that is designed in accordance with the Open Space Principles (Figure 6) and includes green spaces, greenways and public space.
2. Recognise and protect the Adelaide Park Lands as historically, culturally and environmentally significant while providing a range of recreation and sport facilities for the community.
3. Provide an equitable and diverse range of high quality green public open spaces and streetscapes within walking distance of all neighbourhoods, particularly in areas of growth and renewal.
4. Promote the ongoing establishment of Coast Park, River Torrens / Karrawirra Parri Linear Park, Brown Hill Creek, and create new linear parks, including a new Northern Park Lands, that provide increased recreation opportunities, enhance biodiversity, promote tourism and encourage cycling and walking.
5. Prioritise new open space in areas of low open space provision, low tree canopy, where biodiversity corridors can be created, or where it supports areas of planned growth.

The role and value of public open spaces is becoming increasingly important as the densification within the existing fabric of our neighbourhoods and regional towns continues to increase. With an increasing number of new houses with smaller backyards, greater emphasis must be placed on access to safe, accessible, quality public open space that can support a diverse range of activities and meet the changing needs of our diverse community.

Adelaide has the lowest percentage of public open space of Australia's capital cities, at about 10%, compared with 57% in Sydney, 40% in Perth, 22% in Hobart and 20% in Melbourne.⁸ This means public green space needs to be high-quality, accommodate multiple uses, and be high performing across multiple outcomes. Therefore, it will be important to ascertain criteria for identifying the location of new public open space, to support the equitable distribution of open space, and provide space for tree canopy and other urban green cover.

⁸ Creating Liveable Cities in Australia, Centre for Urban Research, RMIT University, 2017.

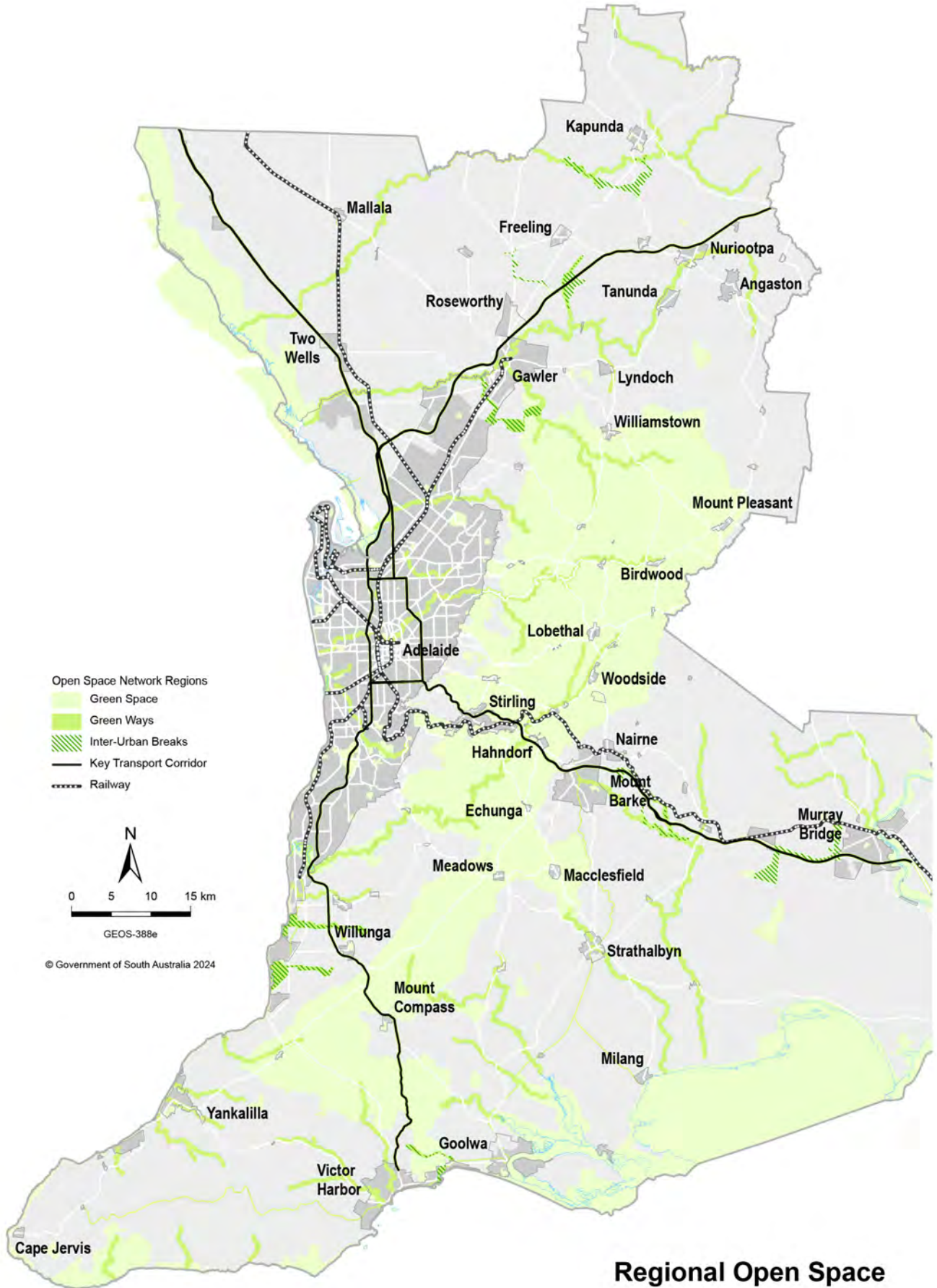


Figure 6 - Open space principles

The Commission has established a set of principles to guide the development of the Greater Adelaide Open Space System:



Connecting people with **nature and places**



Creating **open spaces** for everyone



Building on Greater Adelaide's **sense of place**



Increasing Greater Adelaide's **climate resilience**

Greater Adelaide Open Space System

The creation of a second generation of park lands is a concept that has been in place since the 1960's and was originally referred to as the Metropolitan Open Space System, which furthered the original park lands established by Colonel Light's vision in 1836.

This generation of regional open space is now being reimagined as the Greater Adelaide Open Space System and is described in the draft Greater Adelaide Open Space Strategy.

To support this initiative, the government is considering new coordinated governance and funding models to drive this new generation of regional open space.

The new Greater Adelaide Open Space System will include open space types at a regional level that recognises the existing natural systems and open spaces that together make up three typologies of open space:

Green space refers to land that is predominantly covered by vegetation or natural landscapes. They are characterised by the presence of trees, plants, grass and other forms of vegetation. Green spaces contribute to sustainability by improving air quality, reducing pollution, and supporting biodiversity and natural systems.

Greenways refer to a network of corridors that link people and fauna to open spaces and green spaces across Greater Adelaide. Greenways create safe opportunities for walking and cycling to public open space. They also link important natural systems, such as watercourses and biodiversity corridors to improve flora and fauna habitats.

Public space refers to accessible areas that are intended for local use by the community. They serve as gathering places and provide opportunities for social interactions, cultural events and civic engagement. They are typically owned and maintained by local government or public entities.

Inter-Urban Breaks

The Greater Adelaide Open Space Strategy also outlines the concept of Inter-Urban Breaks to limit the impact of urban development and fragmentation of important natural areas, working agricultural landscapes and other green spaces. The purpose and function of each identified Inter-Urban Breaks is unique and responds to values, land uses and needs identified across the region.

The introduction of Inter-Urban Breaks will strengthen the Greater Adelaide region's open space network by providing breathing space between urban areas. It will also support new public open space and recreation opportunities and help maintain natural ecological processes. The Principles of Inter-Urban Breaks (Figure 7) is expanded on in the Greater Adelaide Open Space Strategy.

Figure 7 - Principles of Inter-Urban Breaks

The Commission developed a range of principles for the Plan open space investigations to consider.

1. Inter-Urban Breaks are spatially and functionality defined through the identification of landscapes, environmental, cultural and economic values
2. Inter-Urban Breaks can protect open space, biodiversity, amenity, First Nations and European cultural and landscape values where they exist between major urban areas.
3. Inter-urban breaks can protect non-urban uses for example primary productions, forestry, nature based tourism in recognition of their contribution to the regional economy.
4. Inter-Urban Breaks can provide land for active and passive public recreation and ecosystem services where they exist and are in close proximity to population centres.
5. Inter-Urban Breaks support enhanced community and sub-regional identity and sense of place.
6. Inter-Urban Breaks limit further fragmentation of land holdings and restrict various forms of urban activity where inconsistent with identified values.
7. Inter-Urban Breaks are managed through a range of land uses, tenures and management practices which protect and enhance the identified values.

Aboriginal cultural heritage and values

Long-term strategic objectives:

1. Aboriginal cultural heritage and areas of significance are protected for the benefit of current and future generations.
2. The Kurna, Peramangk, Ngarrindjeri, Ramindjeri, Ngadjuri and First Peoples of the River Murray and Mallee should be engaged early and on an ongoing basis in land use planning processes about Country.
3. Recognise and value traditional knowledge in promoting sustainability, resilience, and healthier communities.

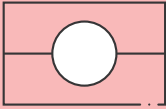
Aboriginal peoples have lived on the land we now know as Greater Adelaide for thousands of years. The region is home to many Traditional Owner groups, each with a deep and ongoing connection to the land and waters within the region.

Pre-colonial Adelaide was a diverse landscape that included open plains between Adelaide and Port Adelaide eucalypt forests along the River Torrens / Karrawirra Parri and woodlands in the Mount Lofty Ranges and abundant wildlife.

Aboriginal peoples followed a complex system of land management and the reciprocal relationship between people and the land underpinned all aspects of life. In many ways, they are considered the First Planners of Greater Adelaide.

European settlement in 1836 brought about the destructive impact of colonisation, and dispossession of land and resources. Settlement included widespread land clearing, cultivation of the land, and introduced new species, forever changing the landscape and ecosystem.

The government has committed to a state-based implementation of the Uluru Statement from the Heart. This began with the implementation of a First Nations Voice to the South Australian Parliament. We can also look at ways to incorporate Aboriginal voices and cultural Knowledge in the planning system through deeper engagement and partnership.



First Nations Voice to Parliament

The government has committed to a state-based implementation of the Uluru Statement from the Heart – Voice, Treaty and Truth – commencing with the South Australian First Nations Voice to Parliament.

The inaugural First Nations Voice election was held on Saturday 16 March 2024. The election was managed by the Electoral Commission South Australia.

Aboriginal and Torres Strait Islander people living in South Australia were able to vote for their Local First Nations Voice representative.

[Learn more](#) about the First Nations Voice and the [people elected](#).

The *Aboriginal Heritage Act 1988* protects Aboriginal heritage (including Aboriginal ancestral remains, sites and objects) from the impacts of excavation, damage, disturbance, or interference. Land use proponents are strongly encouraged to first talk about their plans directly with Traditional Owners, via Recognised Aboriginal Representative Bodies (RARB's) or, where there is no RARB, through relevant native title bodies and/ or any relevant Aboriginal organisation or Traditional Owners of the area.

This should be done early to consider if impacts to Aboriginal heritage can be avoided, and before applying to the Minister for Aboriginal Affairs to obtain permission to impact heritage. Information about known Aboriginal heritage within an area and Aboriginal heritage groups who should be consulted can be obtained through undertaking a search of the central archives. This will provide an indicative location of known Aboriginal heritage and contact details for Traditional Owner groups for the search area.

The planning system offers the opportunity to require the consideration of cultural heritage values of a site early in the development pipeline rather than after a Code Amendment or development approval under the PDI Act.

When Traditional Owners are engaged early in the planning process, any adverse impact can potentially be avoided or better managed, which creates more certainty for all involved. This also provides an opportunity to build capacity and pathways for knowledge sharing between Aboriginal and non-Aboriginal communities.

The Community Engagement Charter (Charter) guides public participation in the preparation of planning policies strategies and schemes, including any proposals to rezone land. The Commission recently updated the Charter with the aim to ensuring engagement is inclusive and respectful and highlights the need to consider appropriate opportunities for Aboriginal people to participate in planning decisions that affect them. Future guidance is required to ensure that all entities proposing changes to planning instruments including state agencies, private proponents and local government undertaken sensitive and respectful Aboriginal engagement about land use planning matters.

Where there is higher risk of impacting culturally significant sites and disturbing Aboriginal heritage, upfront cultural heritage surveys of these areas should occur with Traditional Owners to inform Code Amendment proposals or impact-assessed development applications.

Partnering with Aboriginal communities and applying Planning with Country principles in the structure planning and rezoning phases can help to create unique and responsive developments. Reading Country with Traditional Custodians will help to uncover the prominent parts of the cultural landscape that should be protected and embedded into the spatial planning. This might inform development orientation, open space network, road typologies, active transport network, density allocation and areas for protection. An integrated connecting with Country network is important in the early stages will also help to avoid areas of cultural sensitivity and help to streamline cultural heritage processes in the proceeding stages.

It will also be important to continue to work with First Nations representatives to consider how cultural information and interests could be incorporated into planning processes, including working with representatives on cultural mapping.

Aboriginal sites and objects

Certain landscape features are more likely to be Aboriginal sites and/or contain evidence of Aboriginal occupation. These landscape features pose a higher risk for the discovery of Aboriginal sites and objects.

Examples of some landscape features and the type of Aboriginal sites that they are often associated with are provided below:

- Clay pans, lakes, rivers and estuaries may contain stone artefact scatters, shell middens, rock art, campsites and stone arrangements.
- Rocky outcrops may contain quarries, rock art, rock holes, stone arrangements, ceremonial sites and stone artefact scatters.
- Dunes and sand hills may include stone artefact scatters, campsites and burials.
- Craters and sink holes are often cultural sites.
- Areas close to the coast may include campsites, stone artefact scatters, shell middens and burials.
- Areas close to creeks, rivers, watercourses, lakes, waterholes, rock holes, wells and springs.
- Areas which have been less developed, including parks, open land or road verges, may still contain artefact scatters or subsurface archaeological material such as burials and earth ovens.

Places bearing Aboriginal names, or place names which are English translations of Aboriginal names, or indications of Aboriginal interaction with the landscape may indicate previous Aboriginal connection to that location and may have significance to Aboriginal people.

Predictive cultural mapping to identify areas of higher risk will be investigated with Traditional Owners for incorporation into regional plans.

Information about known Aboriginal heritage within an area and Aboriginal heritage groups who should be consulted can be obtained through undertaking a search of the central archives. This will provide an indicative location of known Aboriginal heritage and contact details for Traditional Owner groups for the search area. Request for searches can be made at taawika.sa.gov.au.

State and local heritage

Long-term strategic objectives:

1. A legislative framework for heritage that provides consistency, clear governance responsibilities, supports expert advice in the decision-making process, enables transparency and accountability, and facilitates community engagement at the right time.
2. Maintain a comprehensive register of heritage places and areas with appropriate heritage protections.
3. Promote the use of the State Heritage Register, Statements of Significance, Conservation Management Plans, Heritage Standards and Guidelines that assist applicants and communities in understanding the values of heritage places and areas.
4. Promote the adaptive reuse of buildings that enhance areas of cultural or heritage value, capitalise on existing investment and/or contribute to vibrant and liveable places.
5. Provide flexible planning policies that unlock creative design solutions, and land use outcomes that enable the adaptive reuse of heritage places.
6. Promote the heritage values of National, State and Local Heritage listed places.
7. Councils lead the identification and listing of local heritage places to protect the local historical and attributes and themes that are important to local communities.

Greater Adelaide's cultural heritage reflects the diversity, unique features and key moments in our city's history, while contributing to our community's understanding of its sense of place and identity.

Heritage areas and places are an essential part of Greater Adelaide's fabric. Conservation and protection of heritage places should be fundamental considerations of planning policy. Adaptive reuse of underutilised heritage buildings, or the restoration of streetscape facades, can play a major role in revitalising key precincts that reflect our cultural values and reinforce our sense of place.

Adapting older heritage buildings can bring challenges as some of these buildings may require upgrades and renovation to suit modern lifestyles or business needs. Providing flexible policies to allow the adaptive reuse of heritage buildings has a range of social, environmental and economic benefits.

Greater Adelaide contains many historical places and areas that demonstrate a high-level of value and remain relatively intact. Some of these are of National Heritage significance, including the Adelaide Park Lands and City Layout, and the South Australian Old and New Parliament Houses, which are protected under the Commonwealth *Environment, Protection and Biodiversity Conservation Act 1999*.

State Heritage Places in South Australia are protected by specific heritage legislation, primarily, the *Heritage Places Act 1993*. State Heritage Places can include buildings such as Ayers House or Edmund Wright House, or areas such as Colonel Light Gardens, Port Adelaide, Belair National Park, Gawler Church Hill, Goolwa, Hahndorf, and Mount Torrens, reflecting a range of heritage values that are of importance to all South Australians.

There are shipwrecks along the coastline of Greater Adelaide, which are protected under the *Historic Shipwrecks Act 1981*. Good examples are the Excelsior and Jupiter at Mutton Cove on the Le Fevre Peninsula.

Local Heritage is protected through the PDI Act, with places listed in the Code. This legislative framework provides the basis for the ongoing management of State Heritage Places, State Heritage Areas and Local Heritage Places.

The Code contains the Historic Area Overlay which contains planning policies to reinforce historic themes and characteristics of heritage places. Representative Buildings are identified in the Historic Area Overlay and illustrate the types of buildings that represent the values of a particular area.



With the introduction of the Code, opportunities for new instruments and tools were established. Heritage Standards have been prepared by Heritage South Australia in the Department for Environment and Water and are published in accordance with the PDI Act. They are a supplementary tool of the Code and are referenced in the State Heritage Area Overlay. Heritage Standards have been completed for the Colonel Light Gardens and Hahndorf State Heritage Areas, and the remainder within the Greater Adelaide Region will be completed by Quarter 1, 2025.

To strengthen the interpretation of policies for historic areas, it has been recommended that a template set of design guidelines be prepared, based on particular eras (e.g. Victorian, Tudor, Post-Modern). These can be adapted and implemented by councils based on the character and/or historic buildings found in their areas. The guidelines should be graphically rich to provide as much visual guidance to designers and applicants as possible.

It is recommended that councils review Historic Statements for each Historic Area to ensure that they identify the important local attributes that collectively contribute to the historic value of each area. This is particularly important as Historic Statements are used in the assessment of development applications for Historic Areas.

Transition of local heritage to the *Heritage Places Act 1993* is being considered by the government to bring all heritage protections under one legislative umbrella. This is a substantial piece of work that requires legislative and policy reform.

UNESCO World Heritage listing bid

Source 5: UNESCO World Heritage listing bid | City of Adelaide

A 2020 feasibility study that found that Adelaide and its Rural Settlement Landscapes were of high heritage value and worthy of addition to UNESCO's World Heritage List.

To prepare the World Heritage nomination documents, a consortium of councils and agencies are working with World Heritage experts.

Developing a proposed boundary of the World Heritage place will need solid research and stakeholder engagement to confirm the places and/or attributes that best reflect the early settlement patterns.

The proposed World Heritage boundary will likely be limited to a series of smaller areas that already have a form of heritage or character protection.

Landscape and neighbourhood character

Long-term strategic objectives:

1. Recognise the unique character of areas by identifying their valued physical attributes in consultation with communities.
2. Promote a design-led response to development in character areas that is contextual and considers visual prominence, character integrity, common design attributes, and the desired streetscape setting.
3. Maintain or enhance the scenic amenity of important natural coastal landscapes, views and vistas.
4. Retain the special qualities of the Barossa and McLaren Vale Character Preservation Districts while recognising their important economic function.
5. Protect Adelaide's Hills Face Zone as the natural backdrop to the Adelaide Plains while allowing for the correction of anomalies.
6. Investigate unified design approaches to suburban infill, retrofitting original housing, retaining and enhancing streetscape and urban tree canopies, and providing low-rise additions on residential blocks.
7. Provide additional housing opportunities ensuring that design is sensitive to, recognises and complements the important characteristics of a place.



The character of an area contributes to a community's sense of identity. All places have character although the value placed on this character may vary. The concept of character can be applied to both natural landscapes and built environments.

Landscape character

Scenic rural and natural landscapes framing Greater Adelaide's metropolitan area and townships contribute to both our community's sense of place and identity and support economic prosperity by attracting the visitor economy. Landscapes of high scenic quality are safeguarded via a range of legislative or planning policies.

Good examples of this include the Character Preservation Districts legislation and planning policy introduced to protect the unique character of the Barossa Valley and McLaren Vale.

The Hills Face Zone is another example which has been protected through planning policies for some 50 years. It generally covers the area providing a green backdrop to the metropolitan area.

The primary objective of the Hills Face Zone is the preservation and enhancement of the natural values of the western face of the ranges and natural backdrop to metropolitan Adelaide. Any changes to the boundary of the Hills Face Zone should be limited to the correction of anomalies. For example, sites that are not highly visible from the Adelaide Plains, do not contain significant habitat, do not form part of the western slopes of the Mount Lofty Ranges, and are connected to the existing urban form.

Neighbourhood character

In defining neighbourhood character, it is important to understand the differences between neighbourhood character and heritage. Heritage is largely embodied in the fabric and setting of a building or place making the retention of this fabric important. Character is about the look and feel of a place and the relationship between the built form, vegetation, topography and other features.

Protecting character does not mean preventing development. It is about ensuring that design is sensitive to, recognises and complements the important characteristics of a place.

The character of local areas is generally protected and enhanced through policies within the Code. The Code includes the Character Area Overlay which is supported by Character Area Statements (Statements) that set out the characteristics of importance and what should be protected and complemented by new development.

The Commission is supporting councils in updating these Statements to ensure an appropriate focus on design that complements unique local character values. Representative buildings are referenced in Statements. They are buildings which display characteristics of importance to a particular area. The role of these buildings is currently under review to ensure their purpose is clear for assessment of development proposals.

Communities have been concerned that buildings within character suburbs can be demolished without assurance that replacement dwellings are complementary to local character, or that these allotments remain vacant. Tougher demolition controls are therefore proposed in character areas that only allow for demolition of a building once a replacement building has been approved.

Housing diversity in character areas

Character areas are generally located in inner metropolitan areas that are well-serviced, close to employment and amenities, but usually comprise detached dwellings on large allotments which are unaffordable for a large proportion of the community.



Given the location of these suburbs and their capacity to align with Living Locally, new approaches are required to provide additional housing opportunities within existing suburbs in a way that retains valued character attributes like low-rise built form, streetscape patterns and landscaping.

The Commission's Future Living Code Amendment seeks to enhance housing diversity in Adelaide's established suburbs. An alternative to infill housing, a new form of shared housing or co-located housing is proposed which requires an existing house to be retained, repurposed and added to, providing high-quality designed dwellings surrounding communal open space. Mature vegetation will be retained and existing streetscape character preserved while providing a range of smaller housing options. The proposed co-located housing model seeks to deliver critical housing options for smaller household types, responding to the ageing demographics of the state's population.

Further, it is important that the right policy mechanisms are also provided to focus opportunities for increased housing densities and mix along corridors and strategic sites in inner metropolitan areas, while retaining valued streetscape character in our suburbs.

Productive Economy

Outcome 3: A strong economy built on a smarter, cleaner future

Greater Adelaide contributes approximately 80% of South Australia's Gross State Product (GSP)⁹, excelling at a range of industries including health and medical, technology, minerals and energy, food and agribusiness, defence and aerospace and creative industries.

Greater Adelaide's continued economic prosperity relies on finding new and better ways of doing things and continuing to build on its industry strengths to climb the value chain.

The government is committed to developing a smart, sustainable and inclusive economy which is tailored for the future, ensuring everyone can enjoy a higher standard of living whilst attracting and retaining skilled workers. This forms the basis of the South Australian Economic Statement¹⁰ (Economic Statement).

There is a significant opportunity for Greater Adelaide to capitalise on the global green transition and build South Australia's talent. As an ambitious and capable state, support for a net-zero emissions economy will drive innovation and foster employment growth and competitiveness for the region.

The construction of AUKUS nuclear-powered submarines at the Osborne Naval Shipyard will exceed any major project in the state's history and will have flow-on effects across a range of other sectors including manufacturing, innovation, quantum technology and artificial intelligence.

Greater Adelaide is also internationally recognised as a reliable, safe and sustainable producer and exporter of premium fresh and value-added food and beverages, grown in a clean environment, using world-leading technology and practices. The region's tourism sector is underpinned by the state's reputation as a world-class holiday destination offering unique experiences.

⁹ Experimental Gross Regional Product estimates (infrastructure.gov.au)

¹⁰ [South Australian Economic Statement, 2023](#), Department of the Premier and Cabinet

Investors and businesses seek clarity on government direction and priorities to enable the identification of opportunities and provision of greater security in key decision making, and the planning system has an important role to play in this regard. This can be achieved through a strategically planned supply of employment land, the identification and provision of supporting infrastructure such as freight networks, and planning policy that is clearly articulated and flexible enough to respond to future challenges and opportunities facing both industrial employment lands and activity centres as they evolve.

Top 5 Greater Adelaide employing industries

Source 6: ABS, 2021



**Health care and
social assistance**



Retail trade



Education and training



Construction



**Professional, scientific
and technical services**

Employment lands

Long-term strategic objectives:

1. Provide sufficient land supply for employment generating uses that supports economic growth and productivity.
2. Support expansion and clustering of key economic growth areas.
3. Encourage development of underutilised lands where integrated with housing, infrastructure, transport and essential services.
4. Encourage the regeneration of former or underperforming employment lands where a net community benefit can be achieved.
5. Develop mixed-use precincts where conflicts between land uses can be appropriately managed.

The planning system plays a critical role in supporting the ambitions of the economic statement by ensuring enough serviced land is available to accommodate current and future industries, in the right location and serviced by infrastructure.

Historically, the term 'industrial land' largely reflected Adelaide's traditional activities linked to the manufacturing, storage and movement of goods, as well as key urban services including materials recycling, automobile servicing and repair, and building services.

Whilst traditional industries remain central to many employment areas, the economic shift towards service provision has broadened the range of activities, changing the requirements for access, amenity and infrastructure and reducing the need for a strict separation of uses.

Broad industry categories (BICs) have been created as a way of identifying an industrial employment precinct's strategic purpose and infrastructure needs, which then dictates the role and responsibility for network planning and delivery (Figure 8).

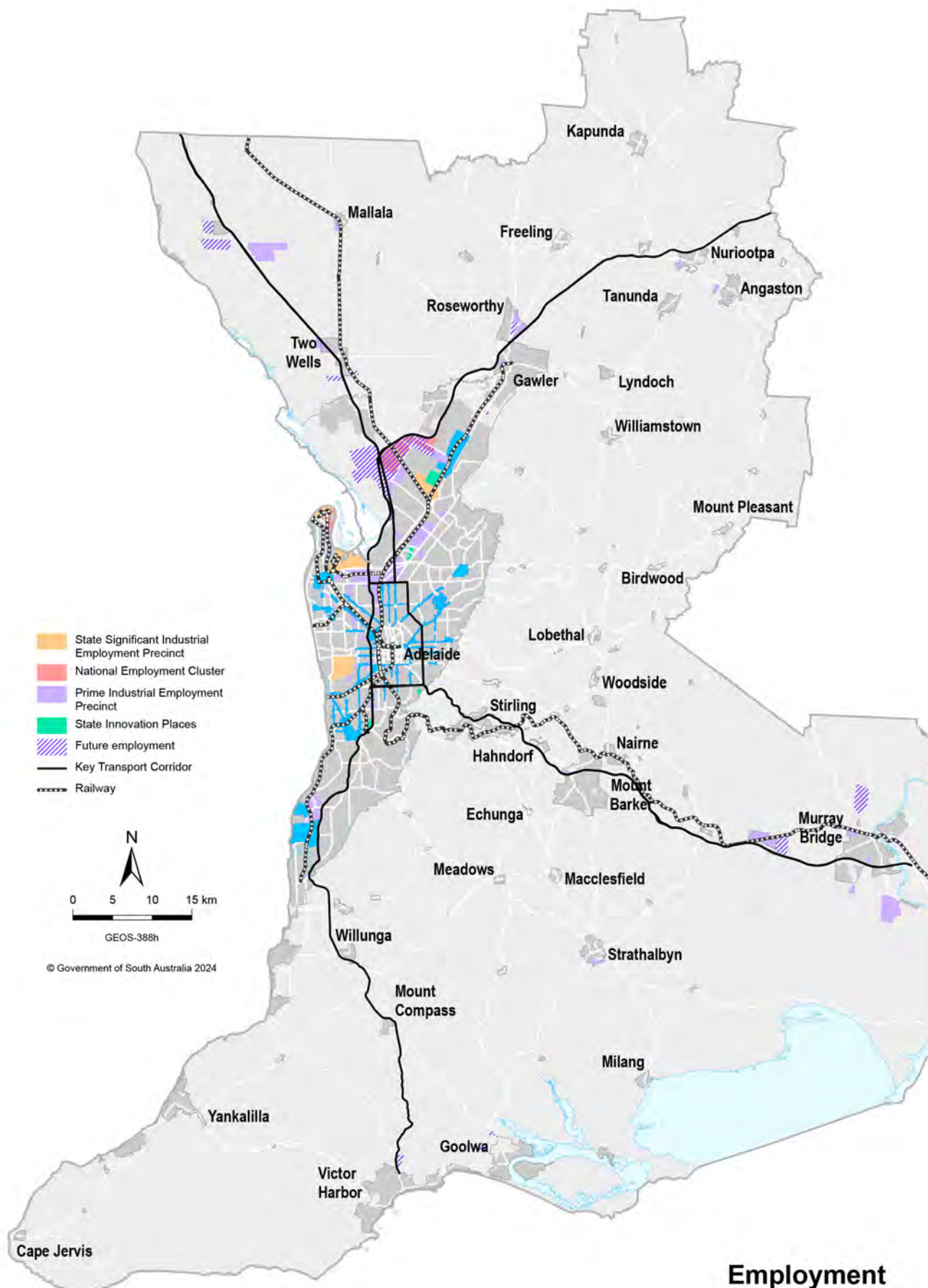


Figure 8 - Broad industry categories

Source 7: TSA Industrial employment land strategy

Strategic uses			Population serving
Traditional	Freight and logistics	Knowledge intensive	



Source: Renewal SA

Employment land supply and demand

Greater Adelaide comprises over 15,000 ha of zoned employment land (2024), which is used for a range of employment activities spread across the above BICs.

Land is unevenly distributed across the region with over 50% located in the Inner North and Adelaide West regions, and the Inner Metro and Inner South areas accounting for just 3% of the total supply. Consumption rates across Greater Adelaide have been the highest in the Inner North, Adelaide West and Outer South, with little growth in other regions (see Context for more detail).

Based on the average annual consumption rate, zoned supply is likely to be exhausted within the next 15-20 years, despite over 13% of land being currently vacant with large amounts of this supply unavailable or not development ready for the following reasons:

- Significant site works are required to bring land at Gillman to market. This will occur sequentially over the next 10 years and is therefore not all immediately available to market.
- Government-owned land along the Le Fevre Peninsula is being set aside to accommodate uses and activities associated with AUKUS.
- A lack of enabling infrastructure, especially in precincts located on the outskirts of metropolitan Adelaide.
- Land being constrained by encroaching sensitive land uses.
- Land not being of a size or within a desirable location to meet needs.

Adelaide central business district (CBD) employment land

Source 7: City of Adelaide - Draft Economic Strategy (2024)

As South Australia's state capital, Adelaide is a major employer and economic driver, representing 18% of South Australia's GSP and generating Gross Regional Product (GRP) of around \$22 billion (2021–22).

The Adelaide CBD is the established and ongoing knowledge intensive economic cluster.

Between 2016 and 2021, the largest growth in workers in the CBD was in internet and digital services, followed by professional, scientific and technical services.

A high average annual growth rate in the employment size of the electricity, gas, water and waste industries has also been experienced, which is likely linked to recent population growth.

Similarly, the accommodation and food services industry experienced an average annual growth rate in employment of 8.6% between 2016 and 2021.



Over a 30-year period, employment land projections indicate that close to an additional 5,000 ha of zoned employment land will be consumed, resulting in deficits across most LSRs, as illustrated in the table on page 105.

With growing demand and a misalignment of supply along with known infrastructure issues, particularly in northern Adelaide, additional employment land must immediately be unlocked to respond to market demand, economic trends, emerging opportunities and key strategic issues. These are identified in the Employment Lands Trends and Background Report (TSA, 2024).

Source 8: Employment Lands Background Report, TSA, 2024

Land supply region	Current vacant land (ha)	Demand to 2051 (ha)	Gap between current and demand
Outer North	94 ha	956 ha	-862 ha
Inner North	439 ha	1,752 ha	-1,313 ha
Inner Metro	7 ha	48 ha	-41 ha
Adelaide West	846 ha	1,303 ha	-457 ha
Inner South	18 ha	89 ha	-71 ha
Outer South	361 ha	317 ha	+44 ha
Fleurieu Peninsula	33 ha	114 ha	-81 ha
Adelaide Hills	36 ha	116 ha	-80 ha
Murray Bridge	50 ha	46 ha	+4 ha
Northern Plains & Barossa	61 ha	184 ha	-123 ha
Total	1,945 ha	4,924 ha	-2,980 ha

The Plan responds to these issues by:

- Providing clarity and certainty to landowners, investors and businesses by protecting existing employment land where it is needed.
 - Aligning infrastructure delivery at state and local government level to unlock vacant and underutilised employment lands.
 - Planning for new employment land in greenfield and township growth areas.
-

Figure 9 - Strategic Issues, TSA Report, 2024

Integration with the global economy

Support for delivery of strategic and economic objectives

Rapid population **growth**

Changing consumption

Shifting role of industrial land

Lack of planning **certainty**

Need to **integrate** infrastructure and land use planning certainty

Need for **local government** participation

Protecting strategically significant employment lands

The Plan sets a framework, using the Industrial Employment Land Strategy for Greater Adelaide as its evidence base, to identify South Australia’s most strategically significant employment lands. This is to reinforce their role, function and infrastructure needs and to clarify responsibilities for its planning and delivery.

The framework protects state significant employment lands, typically strategically important traditional industries and freight and logistics activities from incompatible development, supporting the expansion and clustering of key economic growth areas. These are identified as:

- State Significant Industrial Employment Precincts (SSIEP) – some of which area also identified as nationally significant
 - Prime Industrial Employment Precincts (PIEP)
 - State Innovation Places.
-

Refer to State significant and prime industrial employment precincts and State Innovation Places for more detail.

Locally important employment lands – population serving

Employment lands that are not identified as either SSIEP or PIEP are still important in serving the community and local economies. Inner metropolitan employment areas in particular, however, are under increasing pressure to be rezoned given their proximity to the city and higher land values, which make it more attractive for residential and mixed-use development.

The conversion of employment areas to residential or mixed-use zones has the potential to displace currently functional population serving land uses in established areas. While these may be ‘low value’ compared with ‘high value’ residential uses, they service a local population or business network, which are required to assist in achieving the Living Locally concept.

The Plan provides a mechanism for a Net Community Benefit (NCB) assessment to be required for any Code Amendment proposals seeking to rezone employment land to residential or mixed-use zones, where more sensitive land uses are envisaged and encouraged. Whilst public interest considerations form the cornerstone of all Code Amendment assessments, an NCB assessment assists in providing further evidence as to whether the loss of one type of land use (industrial precincts) to provide for another (residential and other mixed-use developments) represents a true net community benefit.

Local government also has a role to play in understanding local economies and developing employment land strategies to identify and enhance the viability of local employment lands and centres. These local priorities can assist in providing an evidence-base for an NCB assessment, to better support decision making around Code Amendments relating to employment lands not located within an identified precinct.

Net Community Benefit assessment

Investigations to facilitate the assessment could include:

- Site features, context and suitability assessment including underlying or latent potential associated with land, buildings and infrastructure.
- Consideration of global, state and local trends and implications for land use.
- Evidence that the land is without realistic prospect of re-use for employment purposes.
- An evaluation of the potential for other employment-generating land uses (i.e. commercial, office, retail) on the site.
- An evaluation of the costs and benefits to businesses and the community arising from any part of the Code Amendment proposal including impact on the local economy, accessibility of employment opportunities, access to shops, services and amenities, impact on travel distances (Living Locally concept).

Planning for greenfield employment

It is important to encourage future employment growth in greenfield and township growth areas to facilitate a greater level of employment self-sufficiency and accessibility, particularly to population serving type activities.

Potential future employment land growth areas are identified to service growing populations in Northern Adelaide, Murray Bridge, Goolwa, and Victor Harbor. These longer-term growth areas capitalise on significant ongoing government investment in roads, including the North-South Corridor (NSC), Northern Connector and the Victor Harbor Road (see Land-Supply Regions for further detail).

Planning for new employment lands

There is an immediate need to unlock additional development-ready land for employment, especially in the Outer North and Inner North LSRs. This will likely have to accommodate the projected demand for Inner Metro and Adelaide West regions, given their constraints on bringing new employment land to market.

Opportunities to bring additional employment land to market in the shorter-term include:

- Adelaide Airport (Adelaide West)
- Parafield Airport (Inner North)
- Port Wakefield Strategic Growth Corridor (Inner North)
- Greater Edinburgh Parks (Outer North)
- Port Stanvac (Outer South).

These precincts are at different stages of readiness, with infrastructure coordination required for land located at Adelaide and Parafield Airports, incorporating existing structure plans along the Port Wakefield Corridor, and reviewing and creating structure plans for precincts at Greater Edinburgh Parks and Port Stanvac.

The expansion of all of these employment sites will require the resolution of trunk infrastructure blockages to support development-ready supply.

State significant and prime industrial employment precincts

Long-term strategic objectives:

1. Identify, maintain and support state significant operations and prime industrial employment land by protecting them from encroachment by incompatible and/or more sensitive land uses to ensure their long term and uninhibited operation.
2. Guide local employment land strategic planning to determine the role and function of employment lands and additional policy and investment required to support and grow these precincts.

Prioritising the protection of existing strategic traditional industry and freight and logistic employment precincts is crucial in preserving the important role they play in underpinning the state's prosperity and in providing access to employment opportunities.

Industrial employment precincts with a strong focus on supporting strategic traditional industry and freight and logistics activities that align with state government economic policy are to be designated as either State Significant Industrial Employment Precincts (SSIEP) or Prime Industrial Employment Precincts (PIEP).

State Significant Industrial Employment Precincts

SSIIEPs are precincts of (actual or potential) scale, whose current and future activities are strongly linked with strategic and economic objectives of the state, and which accommodate (or will eventually accommodate) a critical mass of economic activity and employment. For example, SSIIEPs:

- Align with state strategic growth objectives.
- Align with transport and trade networks.
- Present opportunities for growth of knowledge precincts.
- Are of a scale that can accommodate a large number of workers and support a significant share of the state's economic activity.

Planning policies in the Code can protect SSIIEPs from incompatible development through the application of the Strategic Employment Zone (or similar) and the Significant Interface Management Overlay.

National employment clusters

Source 9: [National Reconstruction Fund Corporation](#)

Some SSIIEPs within Greater Adelaide also align with priority areas identified by the National Reconstruction Fund Corporation (NRFC).

The NRFC is a corporate Commonwealth entity established by the Australian Government under the *National Reconstruction Fund Corporation Act 2023*. The object of this Act is to facilitate increased flows of finance into priority areas of the Australian economy, across seven priority areas:

1. Value-add in resources.
2. Value-add in agriculture, forestry and fisheries.
3. Transport.
4. Medical science.
5. Renewables and low emissions technologies.
6. Defence capability.
7. Enabling capabilities.

Within the planning system, the national priority areas identified are provided with the same level of policy protection as SSIIEPs.

Prime Industrial Employment Precincts

PIEPs are to provide land supply for employment generating uses that supports economic growth and productivity within the state. Whilst these precincts are important to the state's existing and future economy, they are generally smaller in scale than SSIEPs, and support a range of activities less clearly aligned with the state's strategic growth objectives.

Criteria for the identification of these precincts was listed in the 2007 Metropolitan Adelaide Industrial Land Strategy, however, was not identified spatially. This provides uncertainty for landowners, business owners, investors and local governments around the future status of a precinct. The Plan provides a level of clarity and certainty through their spatial identification with a more refined approach to identification of precincts, focusing on the following:

- Connection to freight networks.
- Ability to accommodate a critical mass or cluster of activity.
- Potential for expansion of activity.
- Accessible to skilled labour.
- Serviced by critical infrastructure.
- Unconstrained by abutting land uses.

The Code can protect PIEPs from incompatible development with the application of zones such as Strategic Employment, Employment (Bulk Handling) or Rural Intensive Enterprise, as well as the potential application of the Interface Management Overlay where deemed appropriate.

Employment land infrastructure planning and delivery

The importance of efficient and effective delivery of infrastructure to support future and existing industrial employment precincts is recognised. A shortage of development ready employment land supply across most LSRs within Greater Adelaide has played a role in reducing the availability and driving up the value of zoned employment land typically used for traditional, freight and logistics activities.

The government has invested heavily in critical freight and passenger mobility infrastructure, such as the Northern Connector and the NSC projects. This investment is critical to creating an efficient transport network that supports productivity across the state and facilitates investment in areas previously deemed inaccessible, such as Greater Edinburgh Parks and Roseworthy.

Servicing Greater Edinburgh Parks to bring it online has become crucial to underpinning supply of suitably located, serviced and separated industrial employment land in Greater Adelaide, especially given projected future demand in the northern regions.

It is also important that future planning of Greater Edinburgh Parks has regard for the need to potentially expand or develop new intermodal facilities through the preservation of appropriate land in desirable locations (i.e. southern side of the existing Penfield intermodal).

This will need to be coordinated and supported by the provision of infrastructure through a structure planning process, that will identify infrastructure requirements, provide detailed costings and outline the mechanism for funding and delivery.

State Innovation Places

Long-term strategic objectives:

1. Support the development of State Innovation Places and clustering of knowledge-intensive and creative industries, with flexible planning policies to enable adaptive land uses.
2. Align identified priority State Innovation Places through the South Australian Innovation Places Leadership Framework and apply appropriate planning policies to protect future viability and prevent land use conflict.
3. Encourage structure planning of emerging innovation districts to ensure they do not lose their economic and employment potential through incompatible development.
4. Encourage the development of integrated employment and residential mixed-use precincts where conflicts between uses can be managed.

The government aims for increased investment in research and development, ensuring it drives innovation across all businesses and industries in the state.

State Innovation Places (SIPs) are specialised employment clusters of knowledge-intensive activities and creative industries, anchored by complementary academic institutions, research and development centres or entrepreneurial support organisations integrated as residential mixed-use precincts that promote creativity and collaboration.

Conditions that drive successful SIPs include access to a highly skilled workforce, and a land use mix and quality of place derived from high-quality public realm and access to other amenities. Innovation places benefit from access to arterial road corridors, high-frequency passenger transport and active transport networks.

The Tonsley Innovation District is an example of how a cutting-edge research and development hub can be integrated with housing to create high-amenity precincts with proximity to employment, transport and services. Around 2,000 people across 150 organisations are now employed at Tonsley – more than double than when the former industrial site closed in 2008.¹¹

Government plays a catalytic and essential role in facilitating the development of innovation districts, from providing leadership and confidence to the market, to designating appropriate land use zoning and providing essential infrastructure and ensuring the ongoing competitiveness of the jurisdiction.¹²

The SA Innovation Places Leadership Framework (Framework) provides a 10-year roadmap for government, research, business and industry to harness the power of the state's connected and collaborative network of innovation places.¹³

This Framework positions innovation places to support essential economic growth, investment attraction, job creation, boosting regional connectivity and linking state-wide education, skills and workforce programs.

The dynamic and connected network of thriving innovation places will accelerate innovation to deliver increased economic complexity, jobs and prosperity for the state. These innovation places include the state's growing innovation districts, including Lot Fourteen and Tonsley, along with manufacturing precincts, business parks, universities / higher education and emerging areas of economic and industry clusters, to create a network of dedicated spaces with physical, digital and social infrastructure required to accelerate new ideas into widespread economic outcomes.

As the state prepares to take advantage of the opportunities presented by AUKUS, the 10-year Framework includes the proactive connection of innovation places with each other and other knowledge and manufacturing hubs, including the Osborne Naval Shipyard and the Edinburgh Defence Precinct.

Given their importance as key drivers of economic development in South Australia, this network of innovation places are protected as SIPs within the Plan.



“We want South Australia to be known as an ambitious and capable state that embraces technology and drives innovation.”

Source 10: South Australian Economic Statement

¹¹ Renewal SA | Tonsley Innovation District

¹² [IDA-Role-of-Government-in-Innovation-Districts-Final.pdf \(hostroomcdn.com\)](https://www.hostroomcdn.com/IDA-Role-of-Government-in-Innovation-Districts-Final.pdf)

¹³ Department of State Development, [Innovation districts](#) | Department of State Development

Figure 10 - Innovation place criteria

Source adapted from Kaz and Wagner, 2014

Innovation precinct criteria

Critical mass

Competitive advantage

Quality of place

Diversity and inclusion

Collaboration

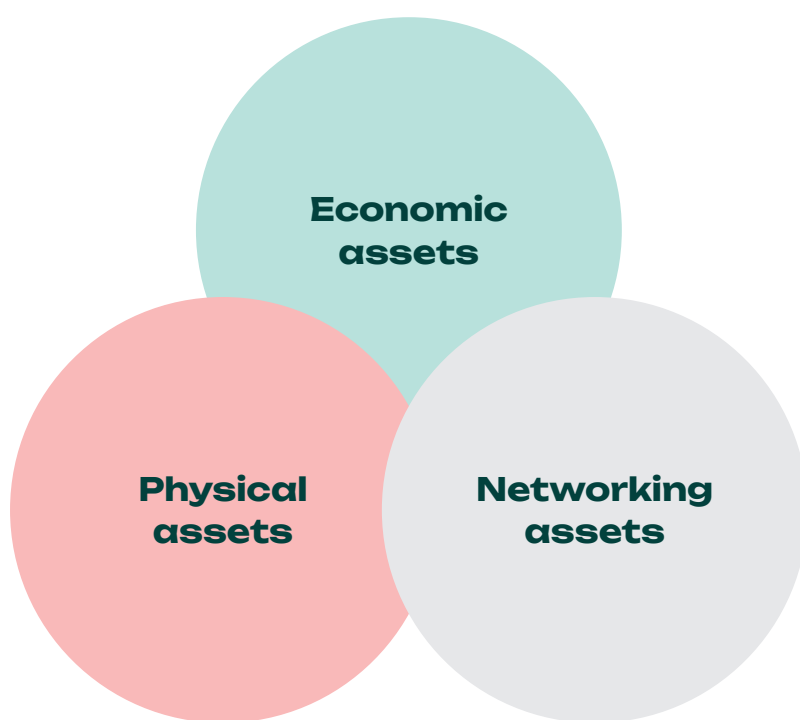
Affordability

Infrastructure

Accessibility

Anchor institutions

Innovation Ecosystem



Elements of the local innovation system

Emerging innovation districts

Identification of new innovation districts is a first step in facilitating their emergence. However, designating an area as an innovation place does not necessarily mean that it will immediately function as one.

Inner metropolitan areas proximate to public education, health and other institutions often possess the foundations for potential new innovation districts. However, these same areas can be limited by legacy issues such as fragmented and underutilised land parcels. This can leave an area pockmarked, making it difficult to create a connected and integrated innovation place.

Larger strategic sites that can be master planned may present the best opportunities for future innovation places where higher density infill can also be targeted to enhance community benefit.

If the innovation place criteria (outlined in Figure 10) is evident or achievable, zones or overlays may be justified to unlock the potential of the area in question, or to prevent the loss of this as a future potential innovation place through short-sighted development.

The right planning policies can encourage a density and mix of housing options to ensure innovation districts are affordable and accessible to workers, while also ensuring that residential development does not unintentionally crowd out essential research, education, health or business functions through effective structure planning.¹⁴

¹⁴ [IDA-Role-of-Government-in-Innovation-Districts-Final.pdf \(hostroomcdn.com\)](#)

Future opportunities

Underutilised land at Port Stanvac presents an opportunity for a land use mix of innovation industries, other employment generating industries and housing. Its potential as an innovation place stems from its strategic links to industry, renewable energy and transport infrastructure and amenity that can be drawn from its coastal location.

The Keswick Barracks also provides a unique opportunity as a mixed-use innovation place that could play a complementary role to defence projects at Osborne by providing complementary housing, employment and innovation uses. Current lease arrangements mean this land is unlikely to be available for development until the mid-2030s.

Current strategic employment precincts in Hindmarsh, Thebarton and Stepney are evolving from traditional manufacturing to lower intensity forms of development. Given their proximity to high frequency public transport, housing, infrastructure and institutions such as hospitals and universities, they could lend themselves to innovation employment activities. These places are also near areas of high amenity, such as the River Torrens Linear Park (Hindmarsh and Thebarton) and the Adelaide Park Lands to the east and west.

The government has a key role to play as an enabler of innovation places through the leadership of the Department of the Premier and Cabinet (DPC) and the SIP lead role, delivering much needed infrastructure, policy and governance support. It can stimulate new markets and coordinate resources, policy and people both locally and internationally. This was the case for the successful delivery of the Tonsley Innovation District and the establishment of Lot Fourteen in the CBD.

Successful advancement of innovation places often occurs when a collective of private, not-for-profit stakeholders conceive a vision that powerfully aligns with government ambitions through policy, regulatory tools and government incentives. The Plan can help facilitate this vision in partnership with DPC by enabling the inclusion of structure plans for emerging places to set the right policy framework for inclusion in the Code.

Activity centres and retail

Long-term strategic objectives:

1. Develop and maintain a hierarchy of activity centres to identify the specific role, function and infrastructure needs of each centre type.
 2. Activity and mixed-use centres promote access to jobs, diverse and affordable housing options, services and amenities.
 3. Activity centres are distributed across the regions to provide local access to economic, employment and business opportunities.
 4. Activity centres maximise connectivity between consumers, workers and businesses and support a productive urban form.
 5. A well-planned activity centre hierarchy and network of centres optimises the distribution of retail and service businesses and supports liveability, convenience and choice across the Greater Adelaide planning region.
 6. Activity centres bring people together and provide opportunities to build social capital within communities.
 7. A well-connected network of activity centres is located and designed to facilitate healthier and more sustainable communities by reducing the need for travel and promoting physical activity.
-

Activity centres contribute to the form and pattern of development and enable more equitable and convenient access to shopping, administrative, cultural, entertainment and other facilities that enable a number of activities in a single trip.

Activity centres connect local communities to goods and services, and their dispersal is central to creating walkable neighbourhoods. The size and mix of these employment activities varies based on the role and function of each individual activity centre.

Figure 11 - Factors shaping activity centres

Factors shaping activity centres

Changing consumer preferences, including the growth of online retailing.

The increasing importance of the visitor economy.

The growth of hospitality and food and beverage type activities within centres, as their offering evolves from predominantly retail to a greater proportion of destination and entertainment services.

An ageing population.

Changing work patterns.

Significant growth in the demand for bulky goods in sub-regions.

Planning for future demand

It is projected that an additional 460,000 sq m of additional activity centre floor space will be required across Greater Adelaide over the next 30 years, which is a figure based primarily on demand for retail and hospitality uses. It is acknowledged, however, that a broader mix of land uses are desirable in many higher-order activity centres. These include hospitals and allied health services, education and training facilities, cultural institutions, entertainment and civic buildings.

The projected demand is heavily influenced by population growth, hence the Outer North region will account for over 30% of this projected demand in activity centre floor space. There are many other factors that shape the demand for and mix of land uses required in activity centres (see Figure 11).

The following strategic directions are to be considered when planning for this additional floor space:

- Developing and maintaining an activity centre hierarchy that provides certainty about the role that individual activity centres play in the urban form, mix of land uses and network of activity centres.
- Planning for the needs of future communities by identifying activity centre land requirements and optimal floor space and activity centre distribution in greenfield areas.
- Providing direction for the preparation of local government employment and activity centre plans that respond to growth and change in established urban areas experiencing infill.

The Principles of Retail Planning identified in the SPPs (Figure 12) also provide guidance on what should be considered when planning for centres or retail precincts.

This approach will facilitate activity centres being integrated with key existing infrastructure assets and future infrastructure investment to support strong activity centre economies, optimisation of network access and efficiency in the urban form.

Figure 12 - Principles of retail planning

Existing centres - recognise existing activity centres, main streets and mixed-use areas as the primary place for commercial and retail activity.

Expansion - allow for expansion of designated centres at 'edge-of-centre' locations.

New activity centres - allow new activity centres to be established to support equitable and convenient access to services, while supporting productive settlement patterns.

Hierarchy - protect higher-order centres that support a productive settlement pattern, while allowing for smaller-scale activity centres to emerge and diversify.

Urban design - reinforce the role of land use policies to guide urban form and place-making in mixed-use activity centres.

Activity centre hierarchy

The Plan will maintain and uphold a five-tiered hierarchy of activity centres, which largely reflects the long-established hierarchy in the South Australian planning system.

Centre type	Typical floor space (sq m)	Role, features, infrastructure needs	Code Zones	Examples
Capital City	N/A	<ul style="list-style-type: none"> The economic, administrative, civic and cultural focus of the state supporting a range of residential, employment, community, educational, innovation, recreational, tourism and entertainment facilities. 	Capital City	Adelaide CBD
Regional	80,000 to 125,000 sq m	<ul style="list-style-type: none"> Intended to service regional-level catchments (150,000 residents). Extensive range of services and retail. Location for local and state government functions. Entertainment, recreation and cultural offerings. Focal point for community services. Integrated with high-frequency public transport (fixed rail, O-Bahn). Accessible via arterial road network. Opportunities for residential use integrated with the centre. 	Larger Urban Activity Centres (potential new zone policy)	Elizabeth Marion Modbury Noarlunga Port Adelaide

Centre Type	Typical floor space (sq m)	Role, features, infrastructure needs	Code Zones	Examples
District	10,000 to 40,000 sq m	<ul style="list-style-type: none"> • Service a mix of catchment sizes, from sub-regional to broader, depending on retail mix. • Extensive range of services and retail with a sub-regional catchment focus, though sometimes specialised. • Location for local government functions. • Some entertainment, recreation and cultural offer. • Important location for community services. • Reliable connections to public transport network, including trains, trams and buses. • Accessible via main roads. • Opportunities for residential use integrated with the centre. 	Urban Activity Centre Suburban Activity Centre Suburban Main Street	Arndale Burnside Castle Plaza Gawler Golden Grove Salisbury Stirling West Lakes
Neighbourhood	1,500 to 10,000 sq m	<ul style="list-style-type: none"> • Intended to service a localised catchment (~10,000 residents). • Focus on retail with limited service focus. • Not suitable for government functions. • Limited entertainment, recreation and cultural offer. • Not suited to community services. • Active transport a key focus, with a balanced focus on access for private vehicles and public transport also important. • Accessible via main roads, though may be located on the secondary road network. 	Suburban Activity Centre Suburban Main Street	Croydon Dulwich Elizabeth Grove
Local	Under 1,500 sq m	<ul style="list-style-type: none"> • Intended to service a highly localised catchment (~2,000 residents). • Focus on convenience retail, service provision minimal. • Not suited for government functions. • Not suited for entertainment, recreation and culture. • Not suited to community services. • Active transport a key focus, with a key focus on walkability. • May be located away from main roads. 	Local Activity Centre Township Activity Centre Township Main Street	Croydon Dulwich Elizabeth Grove

Spatial distribution of activity centres



Given the challenge of finding suitable land for new activity centres in established urban areas, priority should be given to supporting existing centres to intensify, expand and evolve.

Facilitating the evolution of activity centres involves supporting the night-time, hospitality and visitor economies and encouraging a range of housing types in and around centres, specifically targeting the higher-order activity centres where strong public transport links exist.

The Code introduced more facilitative policy frameworks in activity centre zones, contemplating a wide range of land uses and providing streamlined pathways for changes between contemplated land uses.

Latent additional floor space capacity within the existing Regional and District Activity Centres, enabled by their ability to accommodate a range of land uses, taller building forms and more intensive activity through separation from adjacent sensitive neighbourhoods, will enable them to provide a significant proportion of the projected additional activity centre floorspace in established urban areas of the region.

The spatial allocation of Neighbourhood and Local Activity Centres in residential areas is an important factor for Living Locally and needs to be guided by considering local context and the important role that placemaking, local infrastructure and public realm improvements play.

Bulky goods / large formal retail

As consumer confidence and the time consumers spend at home have both risen since the COVID-19 pandemic, the demand for bulky goods retail has risen. Retail floor space projections indicate a growing demand for floor space to service Furniture & Homewares and Hardware & Garden¹⁵ retail, which aligns with bulky good type development. In addition to ensuring the demand for this type of retail floor space is met with adequate supply, it is also important to manage the growth of bulky goods retail, ensuring it is situated in places that do not:

- undermine the integrity of activity centre networks, or
- encroach on productive and/or strategically critical employment lands.

Within the Code, bulky good outlet stores are primarily envisaged within the current Employment Zones and both Urban and Suburban Activity Centre Zones, where this form of development is an envisaged use for sites located with a frontage to a state maintained road.

Out-of-Centre Retail

The Code includes Out of Activity Centre Development policies, which recognise activity centres as the primary locations for shopping, administrative, cultural, entertainment, and community centres. This policy approach is not intended to change.

Policy that applies outside of activity centres, such as in neighbourhood-type zones, envisages some small-scale non-residential development to be established such as childcare facilities and corner shops. This is aimed at serving the local community in a way that does not detrimentally impact nearby residents.

Retail developments that have the potential to undermine the viability of established centre networks will warrant greater scrutiny. Proponents of these developments will need to demonstrate that benefits linked to new retail development outweigh any negative impacts associated with operating outside of the established activity centre hierarchy. Some developments proposed outside of the established hierarchy will be assessed as restricted development, where assessment at the state level is required to consider strategic implications and impacts.

¹⁵ [Employment Lands Trends and Background Report \(TSA 2024\)](#)

Planning for greenfield activity centres

The design of new master planned communities in greenfield areas will need to consider the future mix of land uses, including identification of the size and location of new activity centres, taking into consideration population and infrastructure.

Retail floor area and catchment thresholds in the Activity Centre Hierarchy provide guidance as to the accessibility to the various land uses anticipated in each centre. Walkability and public transport benchmarks also guide alignment with the Living Locally concept.

New performance outcomes will be established in the Code to guide activity centre distribution that supports easier and more direct routes to the goods, services and facilities they offer. Minimum housing density and diversity targets around higher-order activity centres will also be established and form part of this approach.

Inclusion of a structure plan within the Plan and the use of concept plans and the Emerging Activity Centre Subzone in the Code are mechanisms that can be used to facilitate alignment of land use and infrastructure planning.

Outer North activity centre floor space

As the Outer North sub-region is expected to see the most significant residential growth, it also requires the greatest increase in activity centre floor space, with an additional 150,000 sq m required to 2051. A share of this could be captured within the existing activity centre network, with an opportunity for greater intensification of existing regional centres, particularly those with large government land holdings, links to fixed-line mass transit, and their ability to capitalise on other economic drivers such as Elizabeth and Angle Vale.

However, a number of new retail centres of scale urban centres will need to be established in areas yet to develop (e.g. Concordia), as well as a network of smaller suburban or local centres.

Further strategic work is required by the government at the appropriate time to provide direction about how new activity centre floor space is to be distributed across the north. This will aim to maximise the benefits of Living Locally, infrastructure utilisation and employment activity agglomeration (reinforcing the Activity Centre Hierarchy).

Local centre planning

In some parts of Greater Adelaide’s existing urban area, local and neighbourhood centres will need to adapt to the changing retail and service needs of communities served by these activity centres. Whilst in some centres this may mean the establishment of new floor space, in slower-growing regions, the priority might be facilitating adaptation to changing consumer preferences, or even modest reductions in retail and centre floor space within these activity centres.

Given the knowledge local government has of their communities, as well as their responsibility for the planning and provision of local infrastructure, they are best placed to lead the strategic response to the planning of lower order centres (i.e. Local and Neighbourhood Activity Centres). Devolution of activity centre network planning to local government provides the best way of ensuring local population needs in relation to activity centres are met.

Guidance as to how this planning work will be undertaken will assist local government with local activity centre plans that can be integrated into amendments to the Code.

Tourism and events

Long-term strategic objectives:

1. Identify key land uses which can be complemented by tourism opportunities and supporting infrastructure.
2. Encourage accessible and sustainable tourism development, providing for unique visitor experiences, including nature-based activities where impacts on agricultural productivity, the environment and scenic amenity can be successfully managed.
3. Facilitate tourism opportunities by enhancing enabling infrastructure and services such as airport, maritime infrastructure, major roads and rail, public transport, personal mobility services and digital technology.

Greater Adelaide contains many of South Australia's premier tourism destinations, including the Barossa Valley, Adelaide Hills, Victor Harbor and the Fleurieu Peninsula, and is a gateway to Kangaroo Island.

The tourism industry is an important contributor to the state's economic activity, generating jobs and export dollars, by attracting interstate and international visitors. With high visitation numbers, the industry is flourishing. The government is now committed to growing the state's visitor economy to \$12.8 billion, with the creation of 16,000 new tourism jobs by 2030.¹⁶

The South Australian Visitor Economy Sector Plan 2030 highlights the economic benefits of tourism and events through its links to employment across the hospitality, retail, transport and construction sectors.

By facilitating growth in tourism activity and supporting appropriately designed and located tourism facilities in our planning system, this enables the diversification of small and medium enterprises and assists in the preservation of our valuable environment and food production areas.

The planning system provides the impact assessed pathway for large-scale tourism enterprises, if it is considered to be of economic, social or environmental importance to South Australia. Impact assessed development is the highest level of development assessment and is reserved for those projects which cannot be properly considered under existing pathways (such as an assessment under the Code), due to the nature, scale and extent of their potential impacts, where the effects of those impacts are unknown or more uncertain, or in situations where the environment is considered sensitive.

¹⁶ [DSD SA Tourism investment 010724.pdf](#)

Planning plays a vital role in facilitating sustainable tourism development and supporting infrastructure across Greater Adelaide by protecting, enhancing and promoting the qualities that attract tourism and are of value to the whole community.

Protecting strategic passenger transport infrastructure is a key element. Strong travel demand has seen the number of passengers through the Adelaide Airport return to levels seen before COVID-19.

Tourism is a legislated element of the special character of our Character Preservation Districts (CPD) located in the Barossa and McLaren Vale. These districts are internationally recognised for the wine produced and continue to be valued for the authenticity of experience.

The combination of wine and food activities, historic townships, attractive rural landscapes, conservation parks and forest reserves work together to attract visitors to the district. Similar offerings are also available through various parts of the Adelaide Hills, Fleurieu Peninsula and northern Adelaide Plains.

The Commission is undertaking a review of policies within the Code that relate to tourism development, particularly within key wine regions of the state.

The purpose of the review will be to ensure that the policies of the Code are contemporary and meet current market demands for high quality tourist accommodation and tourism development (of all sides) such as agri-based tourism, that value-adds to locally produced products (i.e. cellar door, farm gate sales). These activities should be considered where impacts on agricultural productivity, the environment and scenic amenity can be successfully managed.

Adelaide City tourism

Source 11 Invest SA

Our city's role as the economic heart must be preserved and strengthened through tourism. The Adelaide City boasts the highest concentration of accommodation rooms, entertainment facilities and services catering to the visitor economy.

The growing number of world-class festivals, international sporting events and conference offerings in the Adelaide City sees accommodation demand continuing to increase.

A greater diversity of accommodation offerings, including premium economy and four-star properties, are adding to Adelaide's appeal and support for the state's growing visitor economy. Further opportunities exist for additional hotel developments and the refurbishment of existing properties in key locations.

Primary industry

Long-term strategic objectives:

1. Support significant primary production and agri-business projects across the Northern Adelaide and Barossa regions and in the Mount Barker-Murray Bridge corridor.
 2. Facilitate appropriate value-adding and diversification in rural areas and associated ancillary land uses and industries such as storage, warehousing and logistics.
 3. Increase opportunities for farm related value-adding development within the Mount Lofty Ranges watershed where it can be demonstrated that water quality can be maintained or improved, consistent with the Mount Lofty Ranges watershed water quality risk hierarchy.
 4. Equitably manage the interface between primary production and other land uses, especially at the fringe of urban areas.
 5. Continue to protect the Virginia triangle, McLaren Vale and Barossa Character Preservation Districts for continued viable farming and primary production activities.
 6. Maintain and protect valuable primary production and tourism assets in the Environment and Food Production Areas, while allowing for appropriate value-adding activities to increase investment opportunities.
-



Greater Adelaide is a powerhouse in the state's primary industry sector and is home to a diverse range of primary production and related activities. It hosts significant horticultural activities in the northern Adelaide Plains (including the Virginia Triangle) and includes some of South Australia's most celebrated wine regions, including the Barossa, McLaren Vale and Adelaide Hills. Agriculture and food and wine production generate approximately \$20 billion in revenue per annum for South Australia, equalling 50% of the state's total exports.

The food processing industry has emerged as a significant manufacturing industry, with room to grow, driven by consumer preferences towards a range of manufactured food and beverages, as well as growth in boutique scale business such as microbreweries, gin distilleries and similar.

There have been a range of challenges for primary production within Greater Adelaide, including supply chain disruptions caused by COVID-19. It reinforced the importance of the sovereignty of critical essential supplies and infrastructure, with food supplies at the heart of resilience to international disruption.

Climate change prompts the need for innovation approaches to create more productive and resilient field and irrigated crops, including new crops for farming systems. Changing technology is allowing agribusiness to innovate, grow and become more efficient, while also becoming more adaptive to climate change.

Securing water for primary industries

Planning for growth in the primary production sector is influenced by the availability of water. Significant investment in the Northern Adelaide Irrigation Scheme (NAIS) will secure large volumes of affordable, high quality, recycled water to grow the horticulture industry in the Northern Adelaide Plains. The NAIS will transform the region into a national leader in intensive, high-tech food production, enabling South Australia to be competitive in the export market, drive employment growth and attract new skills and talent into the state.

The Barossa New Water project will deliver new, secure, climate-independent, and affordable water to complement existing water sources. This new water infrastructure will support productivity growth in the region, resulting in economic benefits for the state.

Value-adding



The Code introduced a more facilitative policy framework to enable appropriate small scale value adding uses that are complementary to rural areas. For example, the Productive Rural Landscape Zone promotes agriculture, horticulture, value-adding opportunities, farm gate businesses, the sale and consumption of agricultural based products, tourist development and accommodation.

The flexibility enables the expansion of the region's economic base and promotes its regional identity. A new Rural Intensive Enterprise Zone was also introduced into the Code. It envisages industry clusters of multi-purpose intensive agricultural production, processing facilities and supporting ancillary industries that are important economic and employment assets to the state.

Opportunities exist to further apply the Rural Intensive Enterprise Zone to key rural industry sites and clusters to protect and foster the growth of these economic assets.

Encroachment of urban development

The rural areas of Greater Adelaide, particularly those closer to metropolitan Adelaide, are attractive to individuals seeking a semi-rural lifestyle. Many people are willing to commute longer distances from rural to metropolitan areas for work to enjoy a sense of space or proximity to nearby beaches, the hills, wineries and other key attributes of Adelaide's hinterlands. The COVID-19 pandemic, promoting the work-from-home movement, has intensified these growth pressures in some areas.

There are two legislative mechanisms in place to prevent residential development (including rural living) in areas of rural, landscape, environmental or food production significance.

These are:

- Character Preservation Districts: *Character Preservation (Barossa Valley) Act 2012* and the *Character Preservation (McLaren Vale) Act 2012*.
- Environment and Food Production Areas: *Planning, Development and Infrastructure Act 2016*.

The boundaries of the EFPAs may only be amended following review or inquiry by the Commission. This review must focus on the suitability and adequate supply of land to support a minimum 15-years supply of housing and employment growth within the land within Greater Adelaide, as well as whether existing urban areas are able to support urban renewal and consolidation. This review or inquiry would also require robust analysis regarding the viability of primary production and environmental significance of specific areas, proximity to infrastructure, land supply and demand, and other urban planning considerations.

Where land is removed from the EFPA, the structure planning of new urban areas should consider existing horticultural and farming activities, including the impacts spray drift and noise, to ensure that new development does not prejudice the continued operation of primary production.

Waste and resource recovery

Long-term strategic objectives:

1. Provide an appropriate supply of land for waste and resource recovery infrastructure and other related industries supporting the circular economy transition.
2. Support Greater Adelaide's transition to a circular economy by managing the waste management interface between those locations and more sensitive land uses.
3. Prepare land for waste management facilities in growth areas.
4. Existing buildings are adaptively re-used for new housing, including commercial, industrial and heritage places.

Waste management is becoming increasingly recognised as not only an important environmental initiative, but as an economic growth opportunity. Diverting waste from landfill and increasing local reprocessing and remanufacturing can create more and a diverse range of jobs for South Australians.

This exciting and dynamic industry provides positive outcomes for both our local environment and the economy. As a result, we need to consider its impacts from a planning perspective and future proof both existing and new industries from the encroachment of incompatible land uses.

As South Australia's population continues to grow, waste generation will also follow. South Australia's waste processing and recovery centres will need to grow with the population to ensure they can handle the amounts of waste that will be generated, ensuring this resource is repurposed rather than being simply sent to landfill. Land for this purpose should be considered during structure planning processes for growth areas.



South Australia's Waste Strategy 2020-25 set a target of 95% diversion of waste material from landfill by 2025.

The sector achieved its 2015-2020 target of 90% in 2018-19.

Waste recovery

The building sector is one of the biggest emitters of greenhouse gas emissions (globally responsible for half the world's raw material use and 40% of landfill waste), with the largest contribution coming from the use of concrete, steel and aluminium. Extending the use of buildings, and adapting them for different purposes, could reduce global greenhouse gas emissions by 1.3 billion tonnes of CO₂e per year in 2050.

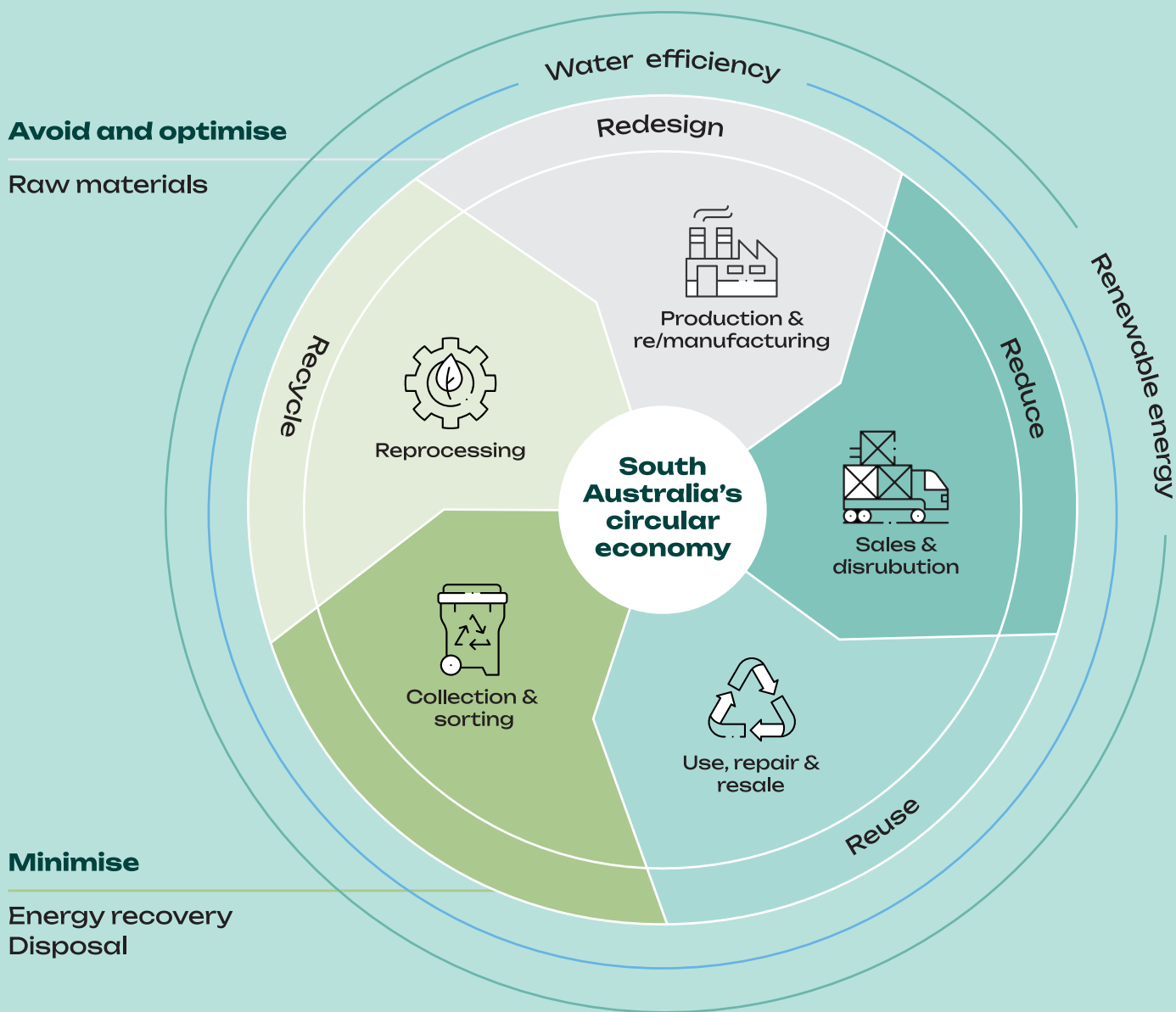
The planning system can promote the adaptive reuse and retrofitting of existing building stock as well as designing new buildings for adaptability and/or disassembly. This approach avoids waste creation, reduces the need for new building materials, and preserves the embodied energy of existing structures, leading to significant environmental and financial savings. It fosters innovative design, retention of buildings that may be important to the character of local areas, and the overall enhancement of sustainability outcomes.

The government recognises the intersections between addressing climate change and reducing waste from our building and construction industry by promoting circular economy principles. The government has committed to exploring how the planning system can advance the circular economy, alongside waste treatment and management policies that consider climate change and urban infill scenarios.

Critically, the planning system can also support the transition to a circular economy by ensuring local waste management facilities are appropriately located and new and existing sites can operate without impediment. Associated mapping identifies key resource recovery locations, together with appropriate buffer distances, to assist in planning for future employment and residential lands.

Waste recovery

Source 12: Green Industries SA - Circular economy



Mineral and energy resources

Long-term strategic objectives:

1. Protect Greater Adelaide's mineral resources operations, including its extractive industries from incompatible land uses to ensure the supply of building and construction materials for the future.
2. Identify and maintain key infrastructure that supports mineral and energy resource activities and supply chains, including strategic transport corridors and pipelines used for energy transportation.
3. Adequate separation distances between mining activities, housing and other incompatible development are maintained.
4. Facilitate appropriate post-mining land uses.



South Australia has considerable in-demand commodities, including critical minerals which underpin the state's economy and export activities. The availability of these commodities is not limited to regional locations.

Adelaide is uniquely placed compared to other Australian capital cities, as most of its highest-production quarries are located within the greater metropolitan area. This advantage manifests in lower transport costs and the supply of building materials to the construction sector, however ongoing challenges exist in:

- Supporting long-term operations of licenced quarrying and mining activities, known as Strategic Resource Areas (SRAs).
- Managing land use interface issues and impacts (including transportation routes through urban areas, viable 'first and last mile' access routes to get extractive minerals to end user locations).
- Recognising the need for identifying new urban areas while protecting current and future extractive minerals and mining activities from urban encroachment.

The Code contains relevant policy frameworks to manage these challenges as they relate to rural or regional areas throughout South Australia, namely the Resource Extraction Zone and the Resource Extraction Protection Area Overlay.

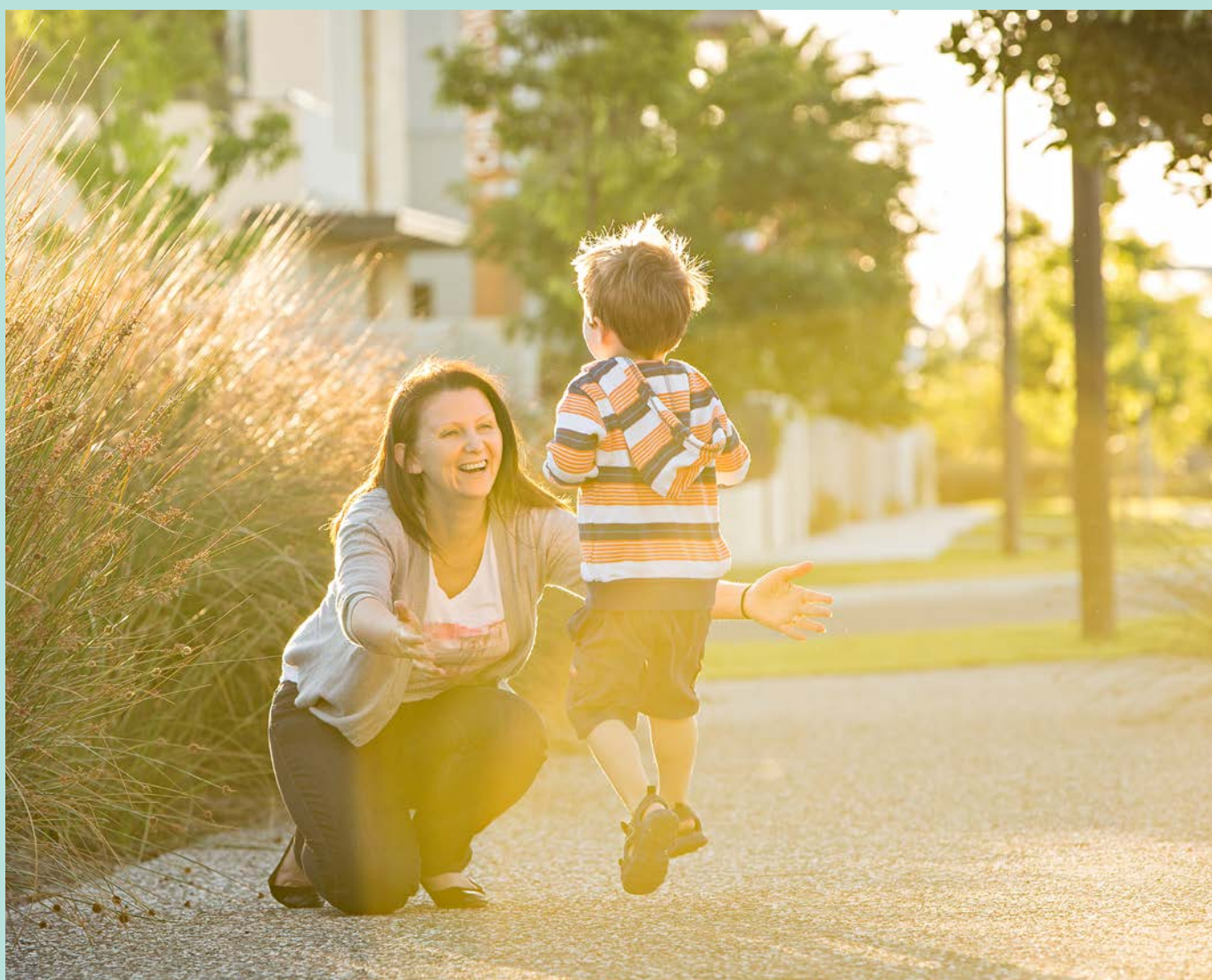
This overlay seeks to maintain the long-term availability of extractive resources land and the ability to extract those resources. The opportunity exists to investigate and consider the application of these Code policy frameworks to licenced activities across the Greater Adelaide region.

There is an opportunity to review the application of the Resource Extraction Protection Area Overlay to apply it to SRAs in Greater Adelaide and to review policy to ensure it balances the needs to protect SRAs with urban uses including the need for new housing supply.

In the long-term, the Plan can also play a role in facilitating and strategically planning for appropriate post-mining land uses by providing up-to-date regional data and strategies and a path for collaboration between mine operators, government and regulators.

Environment, Natural Resources and Landscapes

**Outcome 4: A greener, wilder and more
climate-resilient environment**



Source: Heart Foundation and Sweet Lime Photo

Our future prosperity, the liveability of our cities and towns, the health and wellbeing of our communities and the resilience of our built and natural environment all depend on how well we adapt to and mitigate the impacts of climate change.

The extreme effects of climate change on urban environments are well established. South Australia is becoming hotter and drier and experiencing extreme events like heatwaves, bushfires and flooding, which are increasing in frequency and intensity. Since the 1950s, hot days and heatwaves have become hotter and more frequent. Heavy rainfall events have also increased in frequency and intensity. Projections suggest temperatures will rise as much as 2.1 degree Celsius above the long-term average by 2050.¹⁷ It is expected that by 2030 there will be an additional 14 days above 40 degrees Celsius every year.¹⁸

Adelaide's green credentials have been recognised globally. In 2021, Adelaide was named the world's second National Park City. National Geographic recognised Adelaide as the sixth most sustainable destination in the world for 2022.¹⁹ Adelaide is comprised of 30% green space and contains diverse wildlife, including 1,080 native plant species, 281 native species of birds, 60 native fish species, 47 native mammal species and more than 58 reptile species.

Cities are increasingly being recognised for their important role in supporting biodiversity.

The next generation of regional open space, the Greater Adelaide Open Space System, supports biodiversity, whilst allowing appropriately scaled development, including tourism uses, that can co-exist and safeguard biodiversity values and critical functions.

Within built environments, the concept of Biodiversity Sensitive Urban Design (BSUD) aims to make a positive on-site contribution to biodiversity while meeting other urban greening or development outcomes. Biodiverse greening enhances health and wellbeing, increases habitat for native wildlife and connects people with nature – right on their doorsteps.

Research demonstrates that if a person has trees and other vegetation within view of their home, place of work or school, it benefits their mental health and productivity. Not all residents in Greater Adelaide have equitable access to urban green spaces and in turn, the benefits they provide. It is vital to identify how to best prioritise urban greening investment where it is needed most.

¹⁷ South Australian Government Climate Change Action Plan 2021-2025, [sa210736.pdf \(fao.org\)](#)

¹⁸ New Climate Projections for South Australia, 2022, [New climate change projections for SA maps and findings 2022.pdf \(environment.sa.gov.au\)](#)

¹⁹ National Geographic recognises Adelaide as a top sustainable destination city - [Asian Leisure Business](#)

Biodiversity

Strategies:

1. Identify areas of high biodiversity value and determine what types of sensitive development, if any, they could accommodate.
 2. Minimise impacts of development on areas with recognised biodiversity value, such as native vegetation and habitat so that critical life-supporting functions can be maintained.
 3. Recognise the value of the Greater Adelaide Open Space System in supporting biodiversity, whilst allowing appropriately scaled development, including tourism uses, that can co-exist and safeguard biodiversity values and critical functions.
 4. Investigate how Biodiversity Sensitive Urban Design principles may be embedded in planning policy.
 5. Support the enhancement of biodiversity in urban areas through a connected and diverse network of green infrastructure, including along streetscapes, greenways, Inter-Urban Breaks, urban waterways, the coast and in other strategic locations.
 6. Retain native vegetation and areas of high biodiversity value wherever possible and enable the investigation of pathways that would provide for minimising and offsetting unavoidable impacts.
-

It is estimated that 90% of native vegetation across Greater Adelaide has been cleared since European colonisation.²⁰ Without conscious effort to protect and enhance habitat, the biodiversity of Greater Adelaide will continue to decline. Highly diverse ecological communities are more resilient to climate change, pests and disease.

Cities are increasingly recognised for their role in being home to important biodiversity. Even small areas of biodiverse vegetation, such as pocket parks, backyards, streetscapes and along urban waterways, can reinvoke and support animal species²¹.

Existing water courses such as the River Torrens and creek networks, the coast and riparian zones are important to supporting diverse habitat and ecosystems as these are often the only remaining corridors of connected natural landscape in the urban environment. Greenways and inter urban breaks will also be vital to the capability of biodiversity to adapt to climate change.

²⁰ Green Adelaide, 2024, *Have your say on the first metropolitan-wide plan to...* | Green Adelaide

²¹ Schebella, M. F., Weber, D., Schultz, L., & Weinstein, P. (2019). The Wellbeing Benefits Associated with Perceived and Measured Biodiversity in Australian Urban Green Spaces. *Sustainability*, 11, 802.

Modified landscapes, most often primary production areas, can support a particular land use as well as biodiversity values. The generally open and undeveloped nature of these landscapes, like those in the Adelaide Hills, the Barossa Valley and McLaren Vale, should be maintained to ensure that the significant environmental values, such as scattered trees, continue to coexist with the existing use. Similarly, sensitive and sustainable tourism enterprises can co-exist with areas of biodiversity value and encourage their retention, management and enhancement.

Biological diversity or biodiversity - means the variety of life forms represented by plants, animals and other organisms and micro-organisms, the genes that they contain, and the ecosystems and ecosystem processes of which they form a part.

Source 13 Landscape South Australia Act 2019

Draft Urban Greening Strategy

Green Adelaide, on behalf of the government, is preparing an Urban Greening Strategy (UGS) for metropolitan Adelaide. The draft UGS promotes the concept of BSUD, which aims to create built environments that make a positive, on-site contribution to biodiversity while meeting other urban greening or development outcomes.

BSUD projects may target individual species, a group of species and/or entire ecosystems. This means that BSUD can be applied across multiple scales and contexts from small-scale site redevelopment (e.g. green roof retrofits or streetscapes), to master planned new developments or large-scale infrastructure projects (e.g. transport corridors). Importantly, BSUD extends traditional urban conservation frameworks by seeking to incorporate nature and biodiversity into the built environment. Such environments can enhance community health and wellbeing, increase habitat for native wildlife and help people connect with nature.

Future work should involve investigating how BSUD principles may be embedded in planning policy.

Our planning system seeks to protect, enhance and re-establish biodiversity through overlays and zone policies such as the Hills Face Zone and Conservation Zone, together with legislative mechanisms such as the EFPA and CPD.

The Plan is an important part of gaining a better understanding of the current landscape, including linkages (biodiversity corridors) and refugia (biodiversity islands) through improved spatial mapping, which highlights where our areas of remnant native vegetation are located, identifies threatened ecological communities of national environmental significance and vegetation land cover.

Climate change

Strategies:

1. Consider the impacts of climate change on communities and locations and identify potential risk mitigation measures when determining appropriate locations for future growth areas.
2. Encourage carbon-efficient living environments through a more compact urban form that supports Living Locally and active travel, walkability and the use of public transport.
3. Consider decarbonisation and climate change adaptation strategies in the early planning of master planned neighbourhoods and new investment in existing neighbourhoods.
4. Encourage well designed public places that increase climate change resilience and future liveability.
5. Facilitate green technologies and industries that reduce reliance on carbon-based energy supplies and directly or indirectly reduce our greenhouse gas emissions.
6. Monitor and review the impact of climate change on hazard risk and update hazard overlays within the Code to manage these risks.
7. Create polices, schemes, education and incentives to promote climate resilient buildings and support market transition.
8. Encourage regenerative planning processes, focussed on restoring natural systems.

The Greater Adelaide region faces challenges from climate change, including sea level rise, reduced average rainfall, intensification of storm events, more frequent and severe heatwaves, bushfires and droughts.






These are likely to impact on agricultural production, public health, community wellbeing, natural landscapes and wildlife habitats, and public and private infrastructure (Figure 13). The government is committed to restoring a safe climate by transforming the economy to net zero emissions by 2050. This includes a target to reduce net greenhouse gas emissions by more than 50% by 2030 (from 2005 levels) and to achieve 100% renewable energy generation by 2027.

With the 42% decrease from 2004-05 levels recorded in 2020-21, at least a further 8% net emissions reduction would be needed to meet the interim 2030 target. While emissions from the energy generation sector are reducing, more effort will be needed to address other major sources of emissions. For example, transport is the largest contributor to emissions in the state and is responsible for 29% of all emissions.²²

²² <https://www.environment.sa.gov.au/topics/climate-change/greenhouse-gas-emissions>

Figure 13 - Guide to climate projections for risk assessment and planning in South Australia

Source 14: Department for Environment and Water

	Projected Change	Associated Risks
 <p>Higher Temperatures</p>	<ul style="list-style-type: none"> • Higher average daily maximum temperatures • Longer, hotter and more frequent heatwaves. 	<ul style="list-style-type: none"> • Reduced agricultural productivity • Changes in distribution and abundance of pest plants and animals • Increased risks of heat related illness and death.
 <p>Drier with more time in drought</p>	<ul style="list-style-type: none"> • Reduced average annual rainfall • Reduced spring rainfall • More time spent in drought. 	<ul style="list-style-type: none"> • Increased stress on water resources • Reduced condition of water dependent ecosystem • Reduced agricultural productivity.
 <p>More dangerous fire weather</p>	<ul style="list-style-type: none"> • More days of dangerous fire weather • Longer fire seasons. 	<ul style="list-style-type: none"> • Increased risks to public health and safety • Increased damage or destruction of assets, infrastructure and the natural environment.
 <p>More intense heavy rainfall events</p>	<ul style="list-style-type: none"> • More rain falling in extreme rainfall events • More frequent extreme rainfall events. 	<ul style="list-style-type: none"> • Increased flood risk • Increased damage to assets, particularly roads and bridges • Increased damage to food crops.
 <p>Rising sea levels</p>	<ul style="list-style-type: none"> • Increasing average sea levels • Increased height of extreme sea level events. 	<ul style="list-style-type: none"> • Increased coastal flooding • Increased erosion of beaches and damage or destruction of coastal assets.

Consistent with the government's approach, the South Australian planning system aims to promote climate change mitigation and adaptation (Figure 14). By undertaking both mitigation and adaptation solutions, we can deliver tangible climate change outcomes as well as many co-benefits including cost savings, energy conservation and improved community connection.

Long-term land use decisions should consider the most up to date climate projections and risks including the increased intensity of natural disasters, reduced rainfall, increased temperatures and sea level rise, in line with the South Australian Government Climate Change Action Plan.

Both greenfield and infill land supply types must consider the challenge of addressing climate change and achieving more sustainable urban growth.

At a macro scale, the Plan's greenfield growth areas were identified to take advantage of current and planned city shaping infrastructure projects, providing logical extensions to Adelaide's urban lands along with satellite cities that have infrastructure capacity, nearby employment, services and amenities that can be enhanced.

Within both infill and greenfield areas, the Living Locally concept aims to create connected, convenient, cohesive and climate-smart communities, and to reduce the need for long-distance car travel. This concept is embodied by targeting higher densities and mixed-use development around public transport and employment and designing places to encourage walking and cycling to daily activities.

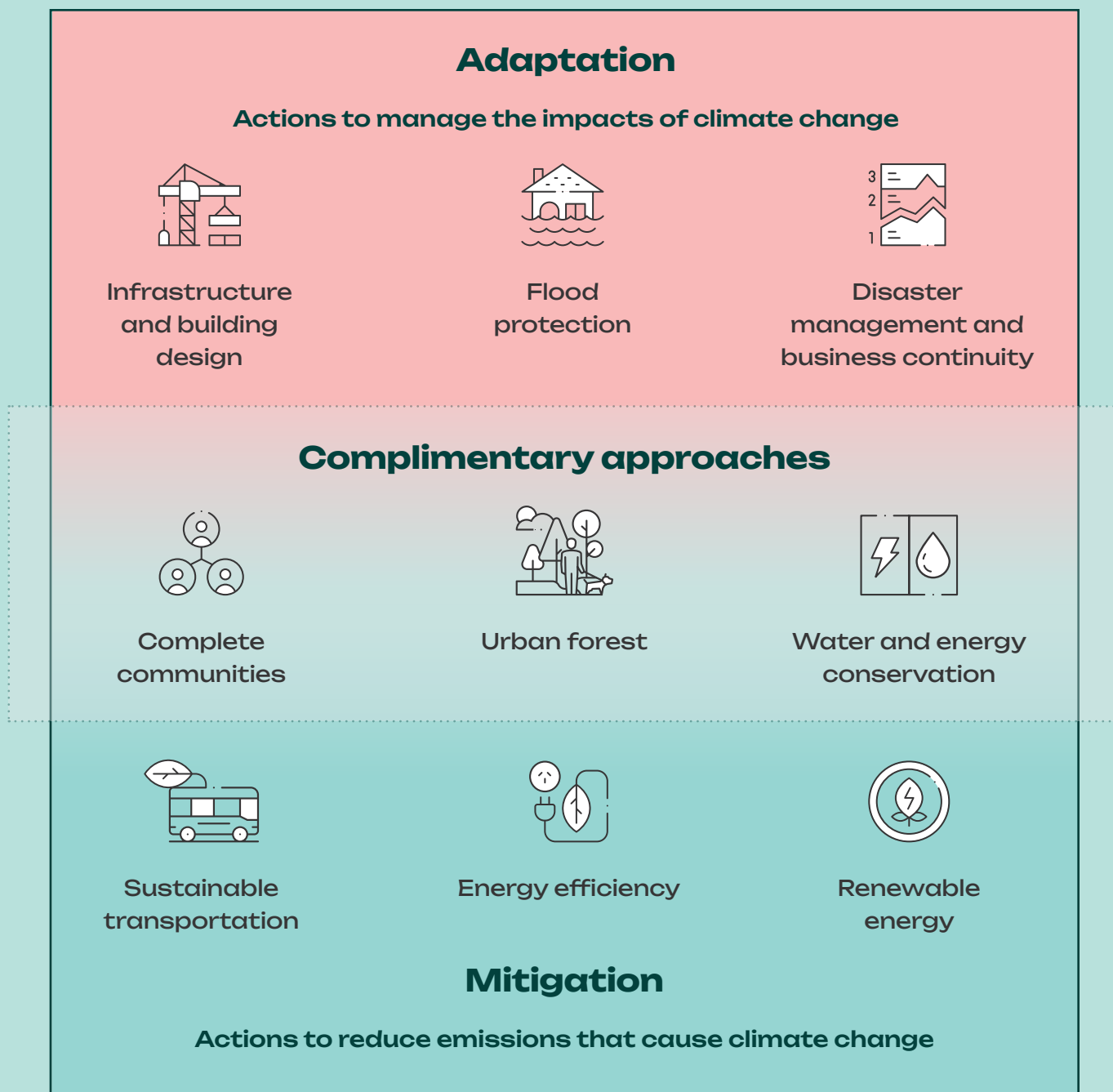
The design and location of new public realm elements and public infrastructure should also be resilient to climate risks. The enhancement of natural habitats will be critical to supporting the region's social and economic prosperity.

The Code contains several hazard overlays which include policies to recognise sea level rise: bushfire (development siting, asset protection) and flood hazard. Recent work to update these overlays and other policies in the Code for flood and bushfire hazard will contribute to our climate change resilience.

There are however opportunities for further areas of investigation to update the Plan and guide further improvements to the Code, Design Standards or other components of our planning system.

Figure 14 - Planning: Adaptation and mitigation approaches

Source 15: Greater Adelaide Regional Plan Discussion Paper



Urban greening and cooling

Strategies:

1. Mitigate the impact of extreme heat events by designing public spaces and developments to create cooler microclimates using green infrastructure, appropriate building materials and water sensitive urban design.
2. Encourage more trees and water sensitive urban landscaping in the private and public realm, reinforcing neighbourhood character and creating cooler, shady and walkable neighbourhoods with access to nature.
3. Provide for a connected and diverse network of green infrastructure systems in transit corridors and along major watercourses to connect the coast to the hills and to enhance walking and cycling linkages.
4. Enhance Greater Adelaide's tree canopy through the protection of existing trees and planting of new trees on both public and private land.
5. Facilitate investment in urban greening where it is needed most to meet tree canopy targets.

It is projected that Greater Adelaide will experience an increase in the average maximum temperature with more heatwaves of a longer duration. This has the potential to increase the risk of heat related deaths, particularly for more vulnerable people.

Evidence shows that urban areas can experience the urban heat island effect, which increases the temperatures of cities due to the absorption and retention of heat by hard surfaces like asphalt, concrete and artificial grass.

Urban heat intensity measures additional heat in the landscape that is attributable to urban development. The average urban heat intensity in metropolitan Adelaide has increased by 0.2 degree Celsius between 2014 and 2023.²³ While this indicates a relatively stable trend on average, urban heat varies geographically depending on the proportion of impermeable surfaces (such as roads, car parks, and buildings) as well as bare earth. Green and blue infrastructure can reduce the heat island effect in urban areas on days of extreme heat.²⁴

²³ Department for Environment and Water (2023). Technical information supporting the 2023 Urban heat environmental trend and condition report card, DEW Technical report 2023/57, Government of South Australia.

²⁴ Ossola, A., Staas., Keishman, M.R. (2020) Urban Trees and People's Yards Mitigate Extreme Heat in Western Adelaide. Macquarie University, Sydney, Australia.

Tree canopy

Improving tree canopy across Greater Adelaide is one way of reducing the impacts of climate change. Currently, tree canopy varies across the region and is influenced by natural landscape features or protected areas, historical patterns of development, areas available for tree planting, and the nature of tree controls and protections that are in place. It is important to prioritise growing shady street trees and other vegetation in areas of high heat, high socio-economic vulnerability and low canopy.

In May 2024, the government introduced new planning regulations to better protect Adelaide's urban tree canopy and safeguard large, significant and regulated trees from removal.

The Minister for Planning has also requested the Commission undertake a program of tree policy work, including:

- Preparing a Design Standard to provide minimum urban tree planting and maintenance requirements for public areas in greenfield developments.
- Amending planning rules to also consider a tree's urban canopy contribution as part of assessing whether it can be removed.
- Strengthening planning rules to support design innovation and flexibility to retain large trees.
- Investigating an appropriate assessment pathway for trees within 3 to 10 m of a dwelling or swimming pool where offset fees are paid.
- Extending urban tree canopy requirements to greenfield developments in Master Planned Neighbourhood Zones and townships.
- Extending regulated and significant tree protections to townships, capturing urban areas beyond metropolitan Adelaide.

These regulations and planning policies will work to facilitate the achievement of the Plan's Tree Canopy Target.

Greater Adelaide Regional Plan Tree Canopy Target

The 30-Year Plan contained a target for urban green cover in metropolitan Adelaide. This target was reviewed as part of the preparation of the 2024 draft Urban Greening Strategy for Metropolitan Adelaide.

Two targets apply in the Plan:

Metropolitan Adelaide target

Achieve 30% tree canopy cover across metropolitan Adelaide by 2055 (baseline is 16.7% (LiDAR captured in 2022)).

Interim 2030 target

All local government areas, suburbs and land-use types should increase tree canopy cover by 2% by 2030, e.g. from 10% to 12% tree canopy cover.

For local government areas, suburbs and land uses already achieving 30% tree canopy cover, this should be maintained to ensure no net loss by 2030.

The interim target will be reviewed and adjusted at least every 5 years, to respond to progress made in increasing tree canopy coverage, improvements in technology, and emerging challenges and opportunities.

Greening in infill areas

Infill housing makes up a significant proportion of new housing in metropolitan Adelaide. It can be challenging to balance the benefits of more housing options close to shops and services while keeping our neighbourhoods cool and leafy.

The Code contains policies aimed at encouraging tree retention and planting on private land.

Under the Code, there is mandatory tree planting policy in urban infill areas to ensure at least one tree is planted per new dwelling. Where tree planting is not feasible on-site (e.g. when soil types are prohibitive), a payment is required into the Urban Tree Canopy Off-set Scheme (Scheme). The Scheme enables contribution into a fund that can be used to plant trees in parks, reserves and nature strips, or to create new parks.

Evidence suggests the mandatory tree planting policy has been successful thus far, with only \$2,700 received into the Scheme for the 2023-24 financial year. This will continue to be monitored.

Many councils have also adopted strategies and policies in relation to tree canopy cover and greening and are continuing to increase plantings on public land.

Water-sensitive urban design

Adelaide's low rainfall and long, hot, dry summers mean that water availability is potentially a limiting factor for successful urban greening that can meaningfully mitigate high temperatures. Unless carefully planned for, many trees and other vegetation planted in today's climate may not thrive, or even survive, without significant irrigation water.

Urban landscapes also often disrupt the natural connections between water and plants. Conventional roads, roofs and other hard surfaces prevent rainwater soaking into the soil and typical stormwater pipes drain water directly into the St Vincent Gulf. Facilitating water sensitive urban design (WSUD) through development will help support healthy and increased urban tree canopy cover for the Greater Adelaide region.

The planning system plays a role in facilitating good design outcomes that ensure new development protects existing valuable trees, increases site permeability, enhances diversity of plantings, and provides sufficient space for new urban greening, supported by adequate soil and water infrastructure. Policy improvements, education, advisory material, incentives and new practices supported by strong evidence and data are all needed to strengthen the response to urban greening and cooling.

Coastal environment

Strategies:

1. Maintain and enhance public access to open space along the metropolitan coastline.
2. Protect and enhance coastal and marine environments for their contributions to biodiversity, open space, economic productivity, and hazard risk mitigation.
3. Protect the high blue carbon storage values of areas such as mangroves and salt marshes.
4. Protect key coastal areas where critical infrastructure is at risk from sea level rise, coastal erosion and storm surges, and ensure new coastal development incorporates appropriate adaptation measures.
5. Recognise and continue to protect the Adelaide International Bird Sanctuary, Adelaide Dolphin Sanctuary and Marine Parks through appropriate policy within the Code.
6. Investigate the potential to develop Coast Park as a continuous public park from North Haven to Sellicks Beach.

Coastal areas support important ecological systems and environments and play a key role in the state's economy through aquaculture, recreation and tourism, transport and industry.

The coastline can be a contested space. Legislation provides high level guidance and policy for a balanced approach to the range of competing interests for development while recognising its environmental, cultural and economic significance.

The legislative framework for the management of South Australia's coast includes:

- *Coast Protection Act 1972*
- *Environmental Protection Act 1993*
- *Adelaide Dolphin Sanctuary Act 2005*
- *Planning, Development and Infrastructure Act 2016*.

The Coast Protection Board (CPB) is the statutory authority responsible for administering the *Coast Protection Act 1972*.

The Environment Protection Authority (EPA) has a responsibility through the *Environment Protection Act 1993* to ensure water quality and discharge into coastal waters are appropriate and will not cause environmental harm or nuisance.

High conservation value coastal areas

There are a range of high conservation value coastal areas within the region which are protected from encroachment and disturbance, such as the Adelaide International Bird Sanctuary and Adelaide Dolphin Sanctuary as well as a range of remnant coastal habitats, such as Minda Dunes, Curlew Point / Port Stanvac, Maslin Beach, and Tokuremoar Reserve.

Most of the coastline of Greater Adelaide is protected by a strip of open space or Conservation Zone within the Coastal Areas Overlay. This zoning preserves the open nature of the coast, promoting public access and limiting the development of structures. Where gaps in the zone / overlay exists, such as at Port Stanvac, appropriate zoning should be applied to protect significant remnant coastal, intertidal and marine habitats, and Aboriginal heritage along the coastline.

Blue carbon

Blue carbon is the carbon captured and stored in coastal ecosystems including seagrass meadows, saltmarshes and mangroves. These ecosystems are carbon sinks, accumulating and retaining carbon in the plants themselves and in the soils below. Much work has been done to investigate blue carbon potential across South Australia. This work has identified the benefits of tidal reconnection and coastal wetland and seagrass restoration. The protection and realisation of the values of blue carbon will also involve enhancing the biological and ecosystem services which these areas provide.

Coastal storms and sea level rise

Climate change is expected to increase the frequency, intensity and impacts of some weather events, such as coastal storms. Sea level rise leads to increased frequency and depth of flooding in coastal areas.

Therefore, it is important to identify areas that are likely to be affected by storm events to determine the most appropriate management strategies, such as avoid, retreat, accommodate or do nothing. Sea-level rise and the risk of coastal flooding and erosion is a major risk to existing and future infrastructure and development in proximity to the coastline. Code Amendments should consider sea level rise implications (for erosion and flooding) to the year 2100, noting that ongoing sea level rise beyond this point is expected.

Natural hazards

Strategies:

1. Avoid locating future growth and sensitive developments (such as hospitals, major transport infrastructure and critical services) in areas of high natural hazard risk where the mitigation strategies are unable to bring risks to an acceptable level.
2. Maintain contemporary data and mapping for areas that are at risk of natural hazards including bushfire, flooding, acid sulphate soils, erosion and other hazards.
3. Provide a risk-based approach to policies within the Code with consistent application of state-interest overlays.

South Australia's climate and geography place our people and property in the path of natural hazard events.

Our land use planning system needs to be dynamic and continue to evolve to safeguard our communities, infrastructure and environments as the frequency and intensity of natural disaster events increases due to climate change.

Natural disasters can have significant financial and social impacts on individuals, communities and businesses. The economic, social and environmental cost of disasters can be reduced by prioritising consideration of the impact of natural disasters in land use strategies and planning for them appropriately. This will safeguard affordability, create more resilient communities and reduce recovery timeframes.²⁵ The likelihood and impact of natural hazards varies across the region.

Introducing a consistent, state-wide approach to identifying, modelling and spatially representing natural hazards, particularly flood and bushfire in the planning system will support strategic planning, provide direction on suitable locations for essential infrastructure, and inform key land use policy decisions around suitable growth areas. This work is happening now and can be seamlessly incorporated into the Plan. For example, the Statewide Flooding Code Amendment is looking to utilise section 71 in the PDI Act to enable the updated flood mapping data to be reflected in the Code, which can also be linked to the Plan.

²⁵ Addressing Resilience in Land Use Planning – summary for policy makers, IAG, October 2023

Providing a planning framework that is adaptable and responsive to changing conditions, including the role of development in mitigating impacts, will ensure that the appropriate level of risk is addressed through planning and development. This involves decision making to be informed by contemporary, evidence-based climate science to reduce the need for future adaptive responses.

Greenfield development should consider working with a site's topography and natural watercourses, adopting grey water solutions, managing stormwater flows taking account of future storm events, and protecting against hazard risks such as bushfire.

Infill development should incorporate measures to help mitigate the effects of extreme weather events such as heatwaves and heavy rainfall. Good infill design that considers shade, urban greening, stormwater management and other measures will assist urban areas transitioning towards warmer temperatures and heavy rain events. Installation of rainwater tanks is an important part of stormwater management and can help avoid or delay local stormwater infrastructure upgrades.

The Code introduced in 2021 required on-site rainwater tanks for residential infill dwellings through the Stormwater Management Overlay. At the same time, the requirement under the National Construction Code to provide a rainwater tank of 1000L to all new dwellings was 'switched off'. In essence, these changes required larger tanks with a combination of retention/detention to manage stormwater impacts in urban infill areas, while removing requirements for water tanks in other parts of the state like rural areas and greenfield estates.

A review of the costs and benefits of these requirements should consider how stormwater management measures can practically be incorporated in small-scale infill developments, and whether any further policies are required in greenfield areas. There are some risks where infrastructure investment is also required, such as flooding risk in the Gawler River catchment, Brown Hill and Keswick Creeks Catchment, parts of Port Adelaide, the lower Onkaparinga River and Numbered Creeks in the River Torrens catchment. Coastal flooding in lower lying areas similarly require complementary infrastructure and planning response.

Emissions and hazardous activities

Strategies:

1. Protect communities and the environment from risks associated with emissions and hazardous activities.
2. Support state-significant operations and industries and protect them from encroachment by incompatible land uses and/or sensitive receivers
3. Assess and manage risks posed by known or potential site contamination to enable the safe development and use of land.

Emissions and hazardous activities, including air and noise pollution and site contamination, may result from lawfully operating industries and operations that make significant contributions to our economy.

Our planning system seeks to protect communities and the environment from risks associated with these emissions and hazardous activities, whilst ensuring industrial development can continue to operate through:

- Supporting a compatible land use mix through appropriate zoning controls.
- Appropriate separation distances between industrial sites that are incompatible with sensitive land uses.
- Controlling or minimising emissions at the source, or where emissions or impacts are unavoidable, at the receiver.

Ensuring suitably zoned land with required infrastructure is available for a range of industrial and infrastructure uses provides greater certainty for industry, helps to safeguard our air, water and soil quality, and protects communities from unacceptable noise and/or other emissions.

Similarly, the location of future residential or employment growth land should be identified with a view to ensuring appropriate separation from established industries that may give rise to adverse noise and air quality impacts. The identification of growth areas will be guided by best practice policy and updated mapping with respect to established and designated industrial areas which may cause emissions or involve hazardous activities.

The Plan identifies current EPA licensed sites, including sixteen operational and closed large landfill sites that have a higher risk of generating landfill gas at a rate that could be hazardous if appropriate management and monitoring were not applied.

The Interface Management Code Amendment will further strengthen planning policies in relation to the management of interfaces between sensitive land uses and existing industrial and employment activities.

Site Contamination

The Code provides means by which relevant authorities can assess and manage risks posed by known or potential site contamination to enable the safe development and use of land.

With a current focus on the renewal of existing urban areas, it is critical that site contamination issues are identified and addressed to safeguard communities and the environment. Land should not be developed for more sensitive uses unless site contamination risks have been investigated and where necessary, appropriate fit for purpose remediation measures put in place.

With scientific understanding and technologies to assess and remediate site contamination constantly improving, the Commission seeks to oversee targeted improvements to site contamination policy and practice, where site contamination investigations and assessment are undertaken commensurate to the level of risk.

Transport and Infrastructure

Outcome 5: An integrated and connected region

Land use planning that is successfully integrated with transport, essential services and social infrastructure, allows for more sustainable and coordinated growth, providing for liveable and connected neighbourhoods and supporting economic productivity.

Integrated planning will enable the timely provision of services that communities expect and require for quality of life. It may also help avoid previous pitfalls where development was not supported by adequate infrastructure planning and financing and is now experiencing an infrastructure backlog.

Moving towards an integrated land use and transport system will help reduce greenhouse gas emissions by decreasing vehicle travel, cutting land consumption and reducing the need to continue building road capacity. Shaping the pattern of development and influencing the location, scale, density, design and mix of land uses can also ensure that transport infrastructure is utilised to its full potential. Promoting a more compact urban form through locating jobs and higher density housing closer to public transport to reduce private vehicle travel, will achieve a more sustainable pattern of development, reducing greenhouse gas emissions and mitigating climate change.

Social infrastructure is comprised of the facilities, spaces, services and networks that support the quality of life and wellbeing of our communities. It helps us to be happy, safe and healthy, to learn and to enjoy life.

The provision of social infrastructure is delivered by Commonwealth, state and local governments, as well as the private sector, and can vary considerably in function and scale. For example, social infrastructure could include a local swimming pool or a major regional hospital. Locating social infrastructure where it is needed most means planning and reserving land ahead of need. Planning for accessibility and connectivity should also be integral to site selection and design.

In a similar way, reserving land for essential services such as power and water are also critical to productivity, health and wellbeing. Designing infrastructure with a view to the future, including climate change adaptation and carbon reduction, will help create robust and resilient places.

Strategic transport networks

Strategies:

1. Residential and employment growth areas are planned to integrate with and capitalise on existing and planned strategic transport infrastructure.
2. Identify and protect the operations of key strategic transport passenger and freight infrastructure, including corridors, intermodal facilities and nodes.
3. Allow for the future expansion and intensification of strategic transport infrastructure and service provision for passenger and freight movements.
4. Support the increased use of a wider variety of transport modes, including public transport, walking and cycling, to reduce reliance on private vehicle travel.
5. Support an efficient transport system that contributes to reducing emissions.
6. Increase the number of dwellings located close to high-frequency public transport.

Greater Adelaide's strategic transport network is central to economic growth, providing fundamental linkages to support business activity, employment and trade.²⁶ This network incorporates mass transit corridors and strategic freight routes, alongside key transport facilities including major airports, seaports, intermodal and bulk handling facilities. These transport systems are of strategic significance and are therefore planned, delivered and protected differently to the local transport networks.

It is vital that land for strategic transport corridors is identified and protected, especially to support regional development and city-shaping infrastructure investments.

Transport Strategy for South Australia

The Department for Infrastructure and Transport (DIT) is developing an overarching Transport Strategy for South Australia which will provide a basis for strategic prioritisation and investment in the state's transport system to support a sustainable, liveable, and prosperous future. The Transport Strategy will have strong alignment with the Plan including consideration of transport investment options for both existing and future growth areas in the region.

As a seminal piece, the Transport Strategy will influence the development of subordinate strategies for particular modes, such as public transport.

Development of the strategy is expected to continue throughout 2024, with an anticipated release in 2025.

²⁶ [Transport strategy & policy | Department of Infrastructure, Transport, Regional Development, Communications and the Arts](#)

Freight and supply chain networks

South Australia's freight task is managed through intrastate, interstate and international supply chains, with most of the freight travelling via road (>77%)²⁷, followed by sea, rail and air.

Freight demand will continue to grow as population and industry grows. A well-functioning freight and supply chain sector relies on a physical network that can safely support the current and future freight task. Improving freight and supply chains improves efficiency and contributes to economic growth. A new Greater Adelaide Freight Bypass is proposed to improve the efficiency and safety of the network and reduce conflicts with passenger vehicles.

Intermodal facilities support the transfer of freight between different modes. Greater Adelaide has intermodal terminals located at Penfield, Gillman, Islington, the Flinders Adelaide Container Terminal at Outer Harbor, the Adelaide Freight Terminal at Regency Park and Adelaide Airport. There are also multiple distribution centres in northern Adelaide precincts, such as Edinburgh Parks. The strategic use and integration of intermodal exchanges improves the efficiency of freight transport by maximising the ability to combine appropriate freight modes for each section of a freight journey.

Strategic planning must facilitate growth, improve safety outcomes and promote greater cohesion between competing land uses, by ensuring freight networks are accommodated and appropriately incorporated into the built environment. For example, master planning for the Le Fevre Peninsula is a priority as this area comprises a growing residential area, mixed with significant industry development including the Port of Adelaide and Osborne Naval Shipyard.²⁸ The importance of this area in delivering the state's economic vision is reinforced by the status of employment land in this area being identified as an SSIEP.

State road infrastructure

Adelaide's urban road network is critical to the transportation of freight and plays a critical role in the mass movement of people as the private car continues to be the dominant mode of travel in Greater Adelaide.

Infrastructure Australia expects daily car trips across Adelaide to increase by 26% by 2031—that is up to 6.2 million car trips each day, with the cost of road congestion to increase to \$7.6 million per weekday.²⁹

²⁷ [20-Year-State-Infrastructure-Strategy-Full.pdf](#)

²⁸ [DIT-SA-Freight-and-Supply-Chain-Strategy-2024-06.pdf](#)

²⁹ Infrastructure Australia (2019) Urban Transport Crowding and Congestion – Australian Infrastructure Audit 2019 – Supplementary report, June 2019

The interface between key movement corridors and residential neighbourhoods must be carefully managed to avoid health impacts through exposure to emissions, noise and vibration. Ensuring these interfaces are well managed is critical to our new urban form and the health and liveability of our neighbourhoods.

Rather than continuing to only undertake road widening, we also need to provide greater transport choices as a long-term solution to road congestion. This is critical in supporting Living Locally and will help free up the limited road space for essential journeys, such as freight and commercial vehicle movements, which support our economy that otherwise cannot happen through other modes.

North-South Corridor

The North-South Corridor (NSC) is one of South Australia's most important transport corridors. For more than two decades, the federal and state governments have invested significantly in upgrading the NSC.

The NSC is the major route for north and south bound traffic, including freight vehicles, running between Gawler and Old Noarlunga, a distance of 78 km. It provides essential transport links to local residents and businesses, as well as to key employment centres and international gateways, including Adelaide Airport and Port Adelaide.

The NSC will improve the state's competitiveness in a national and global market by delivering improved freight connections between Port Adelaide and South Australia's primary industries and businesses.

The project enables residents, businesses, and industries to pursue more opportunities and to enjoy more reliable, safer journeys across Adelaide.

The Torrens to Darlington (T2D) Project will be the final section of the NSC to be completed. Main building works are proposed to start in 2025, with project completion expected in 2031.

The planning and design stage for the T2D Project incorporates two tunnels in the project design, comprising approximately 60% of the length of the T2D corridor, will minimise the impacts to many heritage places and particularly places of importance to the community.

Source 16 [Project benefits - River Torrens to Darlington - Department for Infrastructure and Transport \(t2d.sa.gov.au\)](https://www.t2d.sa.gov.au/)

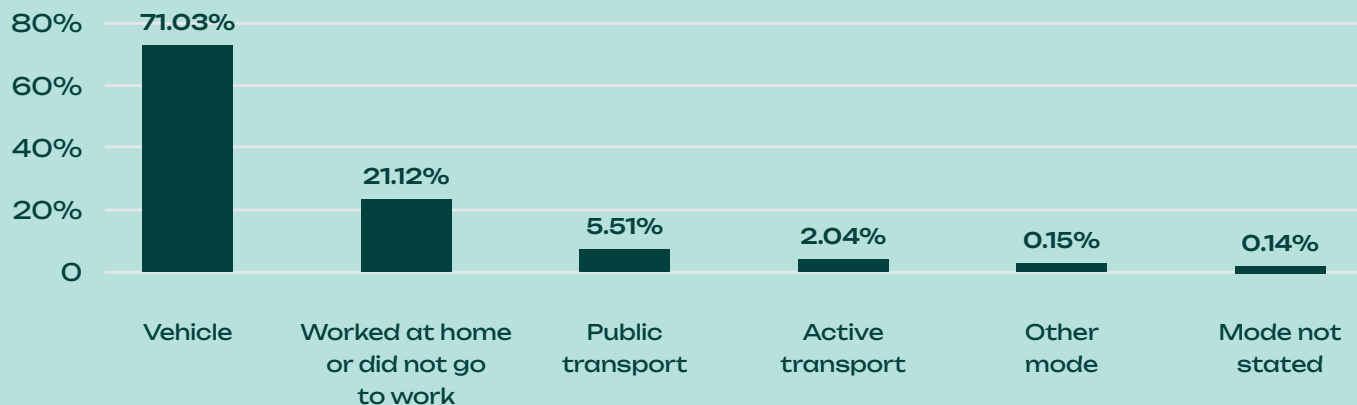
Public transport

The most effective way to move people around and to reduce congestion is through greater use of public transport. For Adelaide to maintain its high standard of living and adapt to a new sustainable future, which includes achieving net zero emissions by 2050, there is a compelling case to invest in and evolve our public transport into an integrated passenger transport network.

Currently, private motor vehicles remain the dominant mode of transport in Greater Adelaide (Figure 15). Public transport patronage in Adelaide has traditionally been lower than other capital cities and fell significantly during the COVID-19 period, with commuters avoiding buses, trains and trams in favour of private cars.

Figure 15 - Journey to work mode share for Greater Adelaide (2021)*

Source 15: Greater Adelaide Regional Plan Discussion Paper



*Arup Australia Services Pty Ltd (2023) Public transport analysis to support the 20 Year State Infrastructure Strategy Revision - Analysis report, (unpublished) 5 July 2023

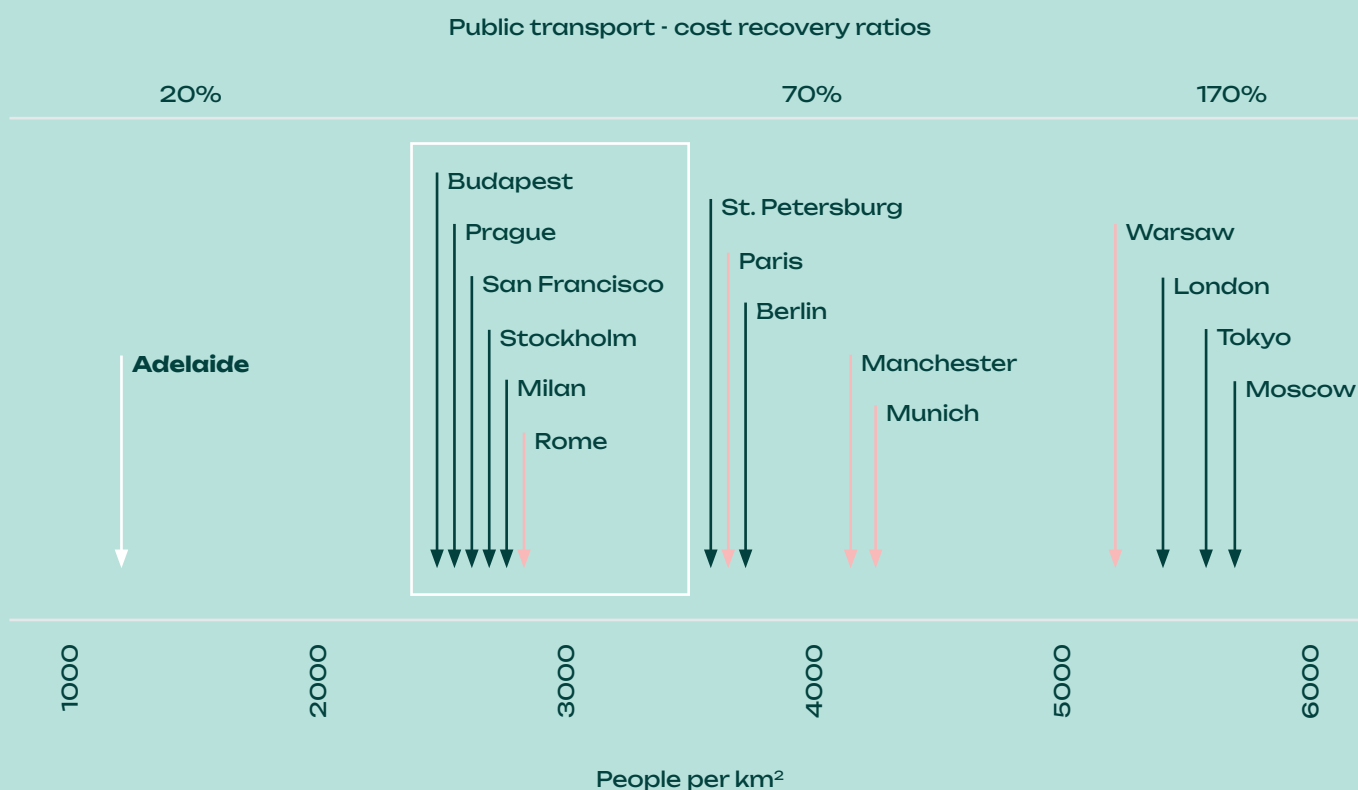
A modal shift to public and active transport can reduce road congestion across the metropolitan network and particularly the Adelaide CBD, as well as reduce green gas emissions. Planning can support increased investment in public transport through a more compact urban form, mixed land uses and increased population density around transport nodes.

Most strategic infill housing is targeted for the CBD, transit corridors, regional centres and urban renewal areas, which are largely located along fixed mass transit lines. They represent the critical land-use arrangements to achieve a more compact, efficient and liveable region. DIT will consider efficient ways to improve mass-transit in established areas identified for future intensification in the Plan, through the development of a Passenger Transport Strategy.

Figure 16 - Density - people per sq km

Tram-based cities have a minimum of around 3000 people per km²

- Extensive tram cities
- Cities with an underground



Public transport in growth areas

Adelaide's public transport network is reasonably good at connecting the suburbs to the CBD during peak commuter periods and providing high coverage service to those with limited choice.

New and improved public transport connections will also be needed to support development of greenfield areas, improving the accessibility of these areas to jobs and services. Focus on the early provision of these transport options stems from evidence that suggests that if public transport options are provided early in the lifetime of new suburbs, residents are more likely to adopt these options.

On average, people living in outer urban areas spend more on transport than inner city residents as they are spending more on operating private vehicles due to less extensive public transport. A base level of public transport is essential as mobility is a precondition for participation in society, including work, education, care, health services, cultural and social life.

It is essential that a long-term plan for Greater Adelaide provides high-quality public transport choices for new residents in greenfield growth areas and does not compel them to multiple car ownership. Future planning and designs should aim to optimise the utilisation of the road network through maximising the use of public transport. Much of public transport's success will depend on the built environment, for example, the ability of roads to accommodate buses and bus indents to support an effective bus network.

Servicing growing communities on the outskirts of the city and in our regional cities and towns remains a challenge, as delivering public transport in lower density areas costs more per capita.

Public Transport Strategy

The development of the overarching Transport Strategy for South Australia will be followed by an accompanying Public Transport Strategy to inform strategic prioritisation and investment in the state's public transport system. This aims to support an efficient and well-connected network which provides greater opportunities for South Australians to access housing, employment, and a range of services, without the use of a private vehicle.

Development of this strategy will provide the opportunity to reconsider how public transport functions in Greater Adelaide. For example, to improve and redesign the bus network to create a more streamlined and efficient network that provides better cross-suburban connectivity and modal integration. Improving the bus network may encourage a greater modal shift towards public transport and make it the option of choice.

A range of public transport opportunities will be investigated, including the use of shared “on-demand” services. Introducing these types of services as part of the broader public transport network provide a balance between enabling people to choose their time of travel and destination, while also reducing individual passenger trips by grouping passengers together in one vehicle where destinations overlap.

The flexible and demand responsive nature of these services can more closely compete with private car use and encourage people to leave their car at home. This could also reduce the demand on public transport Park and Ride facilities as passengers can use on-demand as a first mile/last mile service with fully integrated ticketing providing cost effective and seamless connectivity.

Protecting transport infrastructure

Planned and existing transport infrastructure should be supported by the planning system. There are a range of statutory instruments that support the creation and protection of transport corridors. These include the identification of infrastructure corridors and reserves, overlays within the Code and regional plans that guide rezoning processes. There are four stages of infrastructure delivery where different planning approaches can be used:

1. Potential infrastructure is the least certain in terms of infrastructure delivery. It is future or potential infrastructure identified as required in an approved state policy or strategy and eventually will be identified in the Plan and planning should ensure that the ability to deliver this opportunity is maintained.

2. Planned infrastructure is land reserved through identification in the Plan and the Code.

3. Infrastructure in delivery is infrastructure that is under construction with planning controls in place to support delivery. Overlays within the Code should be used to protect this infrastructure from inappropriate development (i.e. to control access).

4. Built infrastructure is the most certain for planning purpose and the response is generally to protect and improve infrastructure that is already available. This may include strategically planning for growth to capitalise on the opportunity.

Southern rail extension

The government has commenced preservation of a corridor of land at Aldinga for a future extension of the Seaford rail line to Aldinga. This includes a 60 m wide corridor from Quinliven Road to Aldinga Beach Road provides long-term options for the growing southern suburbs.

Development of a rail line to Aldinga and on to Sellicks Beach has been contemplated since the Report on the Metropolitan Area Adelaide 1962. To ensure that long-term opportunities are not lost for current and future generations these corridors will be preserved through an amendment to the Code.

DIT is also undertaking preliminary planning to determine what future rail extensions might look like across Adelaide. This will ensure that land development will be able to integrate with future rail lines.

Source 17 [Aldinga Rail Extension - Department for Infrastructure and Transport - South Australia \(dit.sa.gov.au\)](#)

Local transport networks

Strategies:

1. Support an efficient, reliable and safe local transport network that connects businesses to local markets and people to places (i.e. where people live, work, visit and recreate).
2. Encourage the design of local transport networks to promote the use of public transport and active travel, such as walking and cycling.
3. Facilitate the enhancement of pedestrian and cyclist comfort, security and amenity along local transport connections through appropriate design.
4. Create walkable neighbourhoods and increase the number of dwellings close to public transport nodes.
5. Identify the purpose of the local road hierarchy, using the Movement and Place methodology to understand the role and function of streets.
6. Growth areas to provide a local road network that supports active travel.
7. Incorporate greenways as dedicated walking and cycling routes following public transport corridors or other linear features such as rivers and creeks as part of future planning.

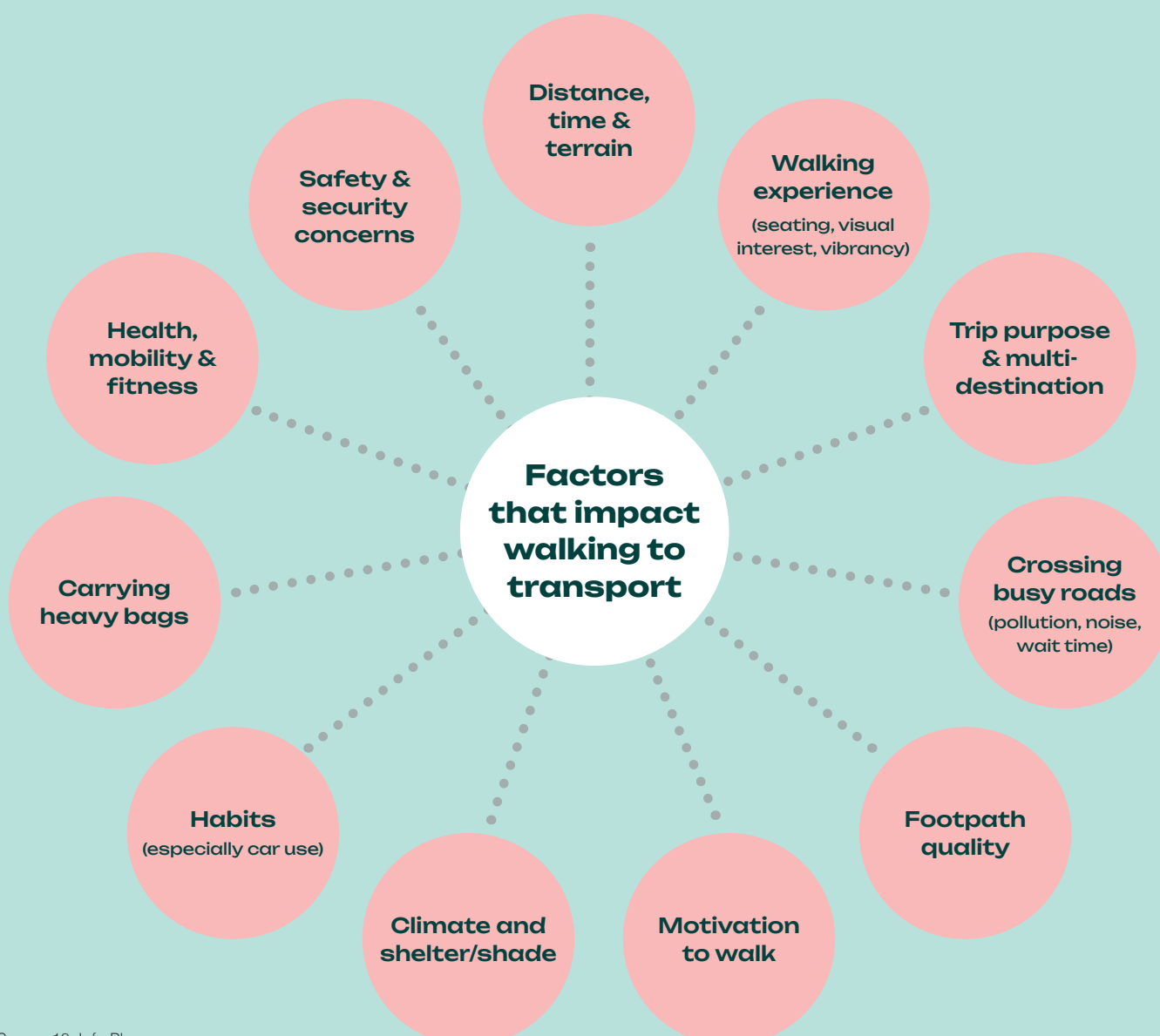
Local transport networks are planned for at the local government level and include roads, cycling and walking routes. These networks feed into and support the strategic transport networks provided for by the state and federal governments and are crucial to linking people with the places they live, work, visit and recreate within.

Different roads and corridors have different functions that should be understood at the local level and influence long-term planning. The Movement and Place approach recognises that the function of transport connections can focus on the movement of people (Movement) or as a destination in its own right (Place).

From a planning perspective, Movement and Place often compete; great movement corridors are fast, efficient and minimise travel time, whereas great Places encourage us to linger, stay and extend our time in the area. Establishing the right balance between the two is vital.

Figure 17

Factors that impact walking to public transport



Understanding the envisaged functions of transport networks is essential, because it assists in adopting the right type of infrastructure investment and urban design approaches that support local movement.

Living Locally builds on the concept of walkable neighbourhoods and seeks to locate housing, jobs and services closer together so people can meet most of their daily needs within a comfortable walk, ride or public transport journey from home.

Living Locally is easier to achieve in some contexts than others. Many older, established suburbs and town centres already offer access to everyday needs within a short walk, cycle or public transport journey from home, particularly in inner metro suburbs. This is particularly the case in some of the inner areas of Adelaide where local trips are outstripping longer trips on the strategic transport network.

It is more challenging to retrofit walking and cycling networks in established middle-ring and outer metro neighbourhoods, which were designed around the car. Many of these areas lack connected street layouts and discourage active travel more generally. As these areas intensify through infill development, strategic planning will be critical to ensuring these areas encourage vibrancy and support active modes of transport.

Master planned communities provide a unique opportunity to design neighbourhoods from the beginning to achieve the goals of Living Locally.

Whether it is for master planned developments or retrofitting existing areas, there are many factors that can either facilitate or discourage active forms of transport (Figure 17). Making places comfortable environments for pedestrians and cyclists through a range of urban design strategies and connections to people attractors within neighbourhoods (e.g. schools, childcare, coffee shop etc.) can support local movement and active travel.

E-scooters and other personal mobility devices

E-scooters (electric scooters) have become popular in many cities around the world. They offer a sustainable alternative transport option for short journeys.

Several e-scooter trials have been approved in South Australia. The trials are restricted to specified local city councils. The participating councils will monitor and evaluate the outcomes to assist in the development of a regulatory framework for e-scooters and other personal mobility devices.

Earlier in 2023, DIT requested community input on the future of e-scooters and other personal mobility devices in South Australia.

Detailed regulations around device dimensions, areas of access to the road environment, speed limits, minimum age for riders and the road rules they must follow will be formed and will consider current research and consultation with experts and stakeholders. It is expected that new legislation will commence in early 2025.

The use of privately-owned personal mobility devices remains prohibited on public roads and paths in South Australia until the Bill has successfully passed Parliament and the framework implemented.

Until a future regulatory framework is in place, South Australia will continue with the fleet operated e-scooter trials.

The Code contains policies which envisage the development of walking and cycling links such as greenways and supporting infrastructure such as bicycle parking. Contemporary land division policies specifically aim to create a compact urban form that supports active travel, walkability and the use of public transport.

Further guidance on benchmarks and how active travel can be integrated into the relevant road hierarchy could be developed in the form of Design Standards.

Design Standards

The PDI Act enables the Commission to prepare design standards relating to the public realm and infrastructure.

This is an important innovation and represents the first time a system-wide approach to public realm design has been provided for in planning legislation. A quality streetscape is a key ingredient to creating a more walking and cycling friendly environment. Design Standards ensure that developers and the community share consistent expectations regarding the design of infrastructure and the public realm. It will also assist with the integration of development between private land and the public realm.

Development of a DIT Active Travel Design Guide also provides design principles tailored to support active travel and green infrastructure development in South Australia.

The primary aim of this guide is to provide a foundational framework for approaching design considerations to support active travel. The principles in this Guide are founded upon best practices, Australian Standards, and local design conventions for creating vibrant, cycling and pedestrian-friendly streets. The potential to introduce this Guide as design standard under the PDI Act will be explored.

Integrated water management, security and quality

Strategies:

1. Greater Adelaide's water supply catchments are protected and support a healthy environment, vibrant communities and a strong economy.
2. A climate resilient water supply and supporting infrastructure meets the needs of a growing population and economy while balancing affordability.
3. An adaptive planning approach supports clearly defined benchmarks for investment decisions to develop new large-scale supply and wastewater system options, as well as investment in more localised small-scale solutions.
4. Fit for purpose integrated water and wastewater management systems and innovative infrastructure solutions facilitate the timely delivery of infrastructure to support housing and employment growth.
5. Water sensitive urban design principles are incorporated in all development to manage risks to water quality.

As water scarcity becomes more pronounced due to increasing housing, agricultural and industrial demands and climate change, innovative solutions to meet the growing needs of urban populations, while maintaining and enhancing our water-dependent ecosystems are needed.

A resilient and sustainable water future must balance affordability with the maintenance of ongoing water supply and ensure liveability in the face of climate change impacts and a growing population.

What is adaptive management?

Adaptive management is an approach that involves continuous learning and adjustment. It ensures we're flexible in the way we manage water for the environment. It allows us to optimise outcomes based on changing conditions, challenges and new knowledge. By continuously learning and adapting, we improve the outcomes from the use of water for the environment.

Source 19 [Adaptive management of water - DCCEEW](#)

Water supply catchments

Greater Adelaide's urban water system currently relies heavily on climate dependent sources, such as inflows to the Mount Lofty Ranges watershed (watershed) and water allocations from the River Murray. We need to reduce our reliance on these water supplies, further diversify and integrate our water sources and improve our water use efficiency.

The River Murray provides safe drinking water to Adelaide and regional towns from the Eyre Peninsula to the southeast of the state.³¹ The lower Murray catchment also provides essential water for irrigated agriculture, stock, industry, domestic and recreational use. The watershed covers an area of approximately 1,640 sq km and is 90% privately owned,³² comprising multiple uses including urban areas, townships, horticulture, viticulture, forestry and grazing.

Protecting Greater Adelaide's water supply catchments from inappropriate intensification and conflicting land uses is therefore critical to securing our long-term water needs.

The way we manage water in our urban areas has an impact on our natural environment. Stormwater runoff can carry pollution (e.g. sediments, nutrients or microplastics) into creeks, rivers and the ocean. These environments make significant contributions to the economy as sites for tourism and recreation and as breeding grounds for economically important fish species.

Planning for future water

Planning for future water needs requires projections of both supply and demand as they change over time. Both are influenced by variables such as climate change, population growth, demographics and economic conditions.

Modelling this can indicate the volume of water required to meet the projected needs under different plausible scenarios. It is also important to ensure that water supply can be maintained during extreme events such as drought, bushfire, or flood events and can maintain the health of our natural environments. Projections of future water demand also inform the design of water treatment and distribution infrastructure.

In a scenario with high population growth, high-end climate impacts and full use of the Adelaide Desalination Plant, Adelaide would need significant investment in its water network and a new water supply by as soon as 2032. A high-growth scenario would also see the Fleurieu Peninsula and Murray Bridge needing water security investment in the early to mid-2030's. Integrating water management systems, including climate-independent supplies (Figure 18), can strengthen resilience of water supply systems over time.

³¹ [Lower Murray catchment | Murray-Darling Basin Authority \(mdba.gov.au\)](https://www.mdba.gov.au)

³² [The Mount Lofty Ranges Watershed \(epa.sa.gov.au\)](https://www.epa.sa.gov.au)

Figure 18

What is climate-independent water?

Greater Adelaide requires both rainfall-dependent and independent water sources to balance security, cost, and network constraints, while meeting communities' diverse and evolving expectations for water, wastewater and stormwater services.

The Water Services Association of Australia (WSAA) has developed a rainfall independence spectrum (Figure 18) to show the dependence of urban water supply options on rainfall in general terms, where an option either:

- directly relies on rainfall
- indirectly relies on rainfall
- does not rely on rainfall.

We can balance supply and demand most efficiently by considering diverse water sources, including:

- climate-dependent sources, such as the Western Mount Lofty Ranges or River Murray
- climate-independent water supply options, such as desalination water or purified recycled water
- treated stormwater.



Integrating water management systems

Integrated water management considers how the delivery of water, wastewater and stormwater services can contribute to water security, public and environmental health and urban amenity.

All water sources will need to be considered to support future growth in a timely and cost-effective manner – surface water (rivers and streams), groundwater, desalinated seawater, stormwater harvesting, recycled water and purified recycled water.

The Adelaide Desalination Plant provides a climate-resilient water source, which, together with other non-traditional water sources, such as recycled water, stormwater and groundwater, contributes to a more climate-independent water supply system.

Enhanced co-operation in the delivery of water, wastewater, recycled water and stormwater services is required to support water security, public health, environmental, urban amenity and cultural outcomes that South Australians value and expect (Figure 19).

Some parts of the drinking water system have a lower resilience due to their location and the way in which they are connected to the water supply network. This may be due to a network constraint that limits the ability to get water to an area or where a part of the network relies on a single source.

A reticulated sewerage system provides better environmental and public health outcomes (compared with on-site disposal) and provides a coordinated collection system for easier water recycling.³³

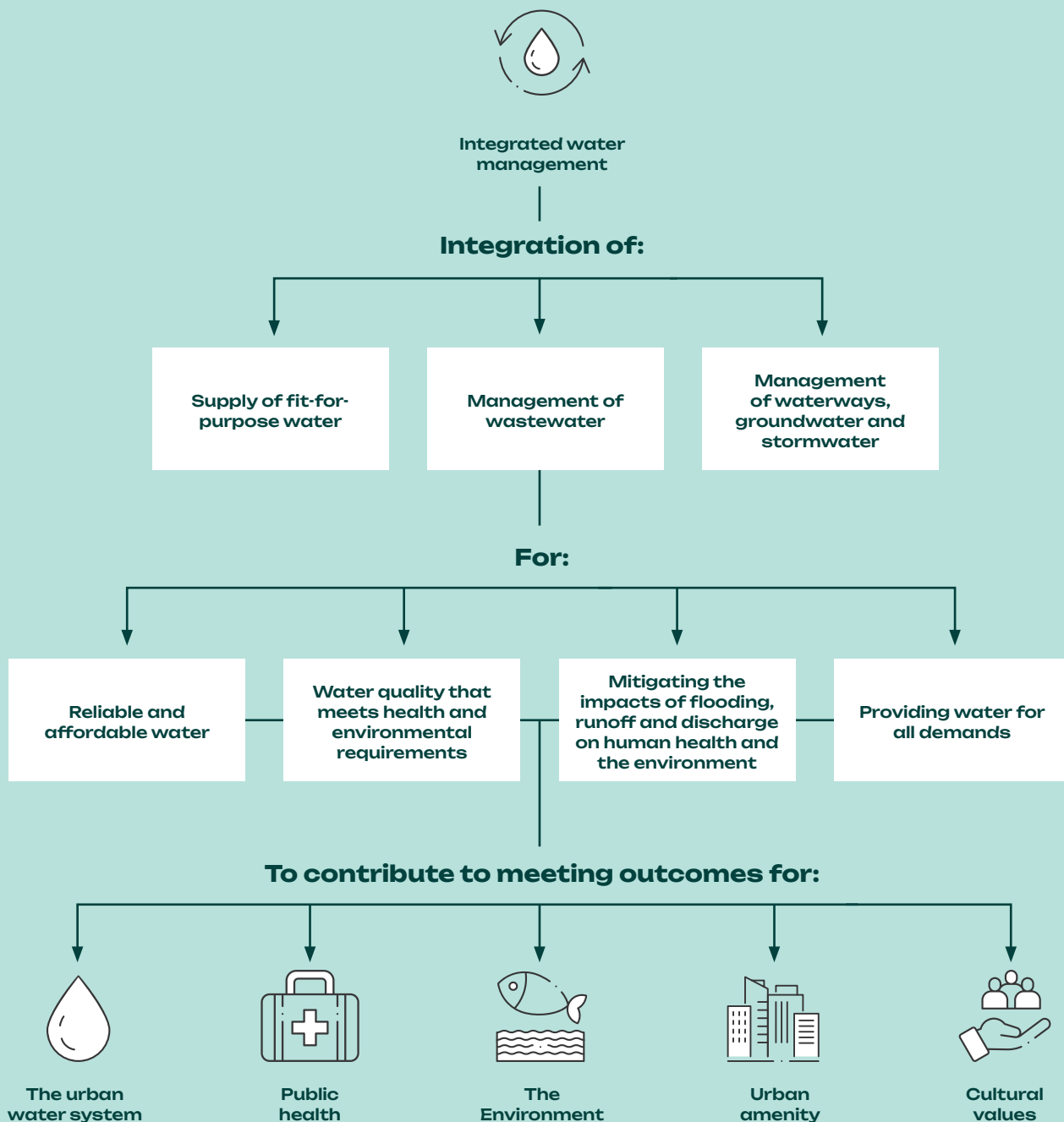
The combined supply of wastewater from SA Water wastewater treatment plants and local government Community Wastewater Management Schemes, together with stormwater capture and reuse, are all becoming increasingly important to meet water demand and reduce environmental impact.

Stormwater management, from large scale capture and reuse schemes (Managed Aquifer Recharge) through to decentralised street scale infrastructure, plays an increasingly important role in managing the quantity and quality of urban runoff. Through the implementation of Stormwater Management Plans, and appropriate planning responses to address stormwater and flood management risks, the opportunities for realising the benefits of stormwater capture and reuse can be maximised.

³³ [853934-DEW-Urban-Water-Directions-Statement-FIN3.pdf \(environment.sa.gov.au\)](#)

Figure 19

What is integrated water management?



Water sensitive urban design

Large scale Managed Aquifer Recharge can support both environmental (e.g. through vegetated water treatment infrastructure) and recreational (e.g. through irrigation of public open space) outcomes. Water-sensitive urban design can contribute to a reduction in flooding, water quality improvement and support urban greening and cooling. Water sensitive urban design should be supported through the Code and other relevant policies for both infill and greenfield developments.

Priorities for water and wastewater infrastructure

In 2024, South Australia is facing its largest water and wastewater infrastructure challenge in a generation, affecting the state's ability to meet current and future housing needs. SA Water has worked with the government and industry to find viable water and wastewater solutions to enable housing growth. This starts with the immediate and significant investment in essential water and wastewater infrastructure, co-funded by the government, SA Water customers and developers of new property.³⁴

Most of the growth constraining capacity of the state's water and wastewater systems has occurred in towns and suburbs through infill development. This is particularly the case in northern Adelaide where development is occurring across a 25 km front from east to west.

Although most of this investment will be concentrated in Adelaide's north, SA Water is committed to enabling future growth across the region and will work with all developers in setting a profile of proposed infrastructure and costs for 2028 to 2032 and beyond.³⁵

Better alignment of growth areas and infrastructure investment is also needed to address water and wastewater infrastructure challenges to ensure the viability of the longer-term growth areas anticipated by the Plan. Major water and wastewater infrastructure investment is required in the short to medium term and will be considered in the prioritisation of growth in areas with existing water and wastewater infrastructure.

Food production and agriculture

Water security is a priority for primary production regions within Greater Adelaide, including both the Barossa and McLaren Vale.

These areas are seeking further water from the River Murray and/or access to additional recycled water to maintain productivity and support economic growth.

³⁴ [HousingRoadmap.pdf \(treasury.sa.gov.au\)](#)

³⁵ [HousingRoadmap.pdf \(treasury.sa.gov.au\)](#)

Investing in the right options at the right time

The Plan provides new growth assumptions that will be used to inform investment decisions and priorities for water and wastewater infrastructure.

A continual process of decision-making, planning and investment will be required to ensure that water security and infrastructure services are maintained within the urban water system as the future unfolds. This will include investment decisions which secure existing supplies, develop new large-scale supply system options (which can take multiple years to deliver), as well as investment in more localised small-scale solutions.

Figure 20

How water supplies may change over time

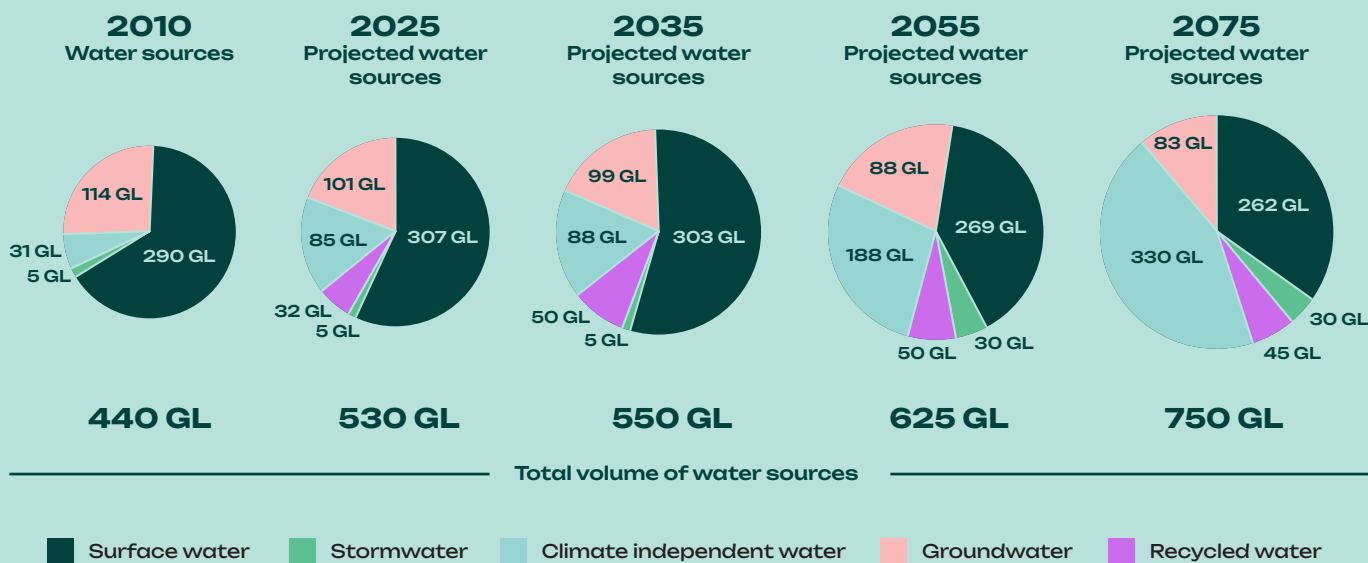


Figure 20 highlights how the water supply mix has changed in the last 15 years, and how it may potentially change moving forward to meet projected demands.

There is often a high cost associated with building resilience into urban water systems and long lead-in times required for options to have their desired impact. An adaptive planning approach is required with clearly defined triggers for decision-making to enable the identification and evaluation of alternative adaptive pathways rather than committing to a fixed long-term plan.

With a hotter and drier climate likely, Greater Adelaide must take an “all options on the table” approach, which gradually shifts to more climate independent water sources to ensure that there is sufficient water to support the prosperity and liveability of our region, with enough water for all needs.

While the current water priority is to build and upgrade large scale water and wastewater network infrastructure in Adelaide’s north and south, medium-term priorities are to:

- Increase the volume of desalinated water transferred north through expansion of the North South Interconnection System.
- Identify and deliver a climate-independent source of water and a major uplift in wastewater treatment capacity for northern Adelaide using an “all options on the table” approach.
- Identify opportunities to increase diversity of supply options for towns that are dependent on a single source of supply, including Goolwa, Victor Harbor and Mount Barker.
- Identify opportunities to increase our use of stormwater and recycled water.
- Maintain our efforts in smarter and more efficient water use as a cost-effective, sustainable approach to reducing demand on drinking water supplies.

Infrastructure provision and charging

Historically, those who benefit from new infrastructure have paid through augmentation charges. Those who have built in greenfield growth areas have paid for infrastructure, while the vast majority of those who place pressure on existing infrastructure when they build houses in existing suburbs and towns have not.

To meet the critical need for water infrastructure, new fixed charges have been introduced.

Where a new property does not connect to SA Water’s wastewater infrastructure or water infrastructure, payment will not be required. Where a development is out of sequence with the delivery of SA Water trunk infrastructure the beneficiary will need to pay augmentation costs or supply water and wastewater through the private third-party provision of infrastructure.

New residential infill developments in the Greater Adelaide region will also contribute based on the number of new households connecting to SA Water's network. This charge will see infill developments contributing to the cost of the assets required to serve them. Apartment developments are exempt from the new augmentation charges. Build-to-rent, community and not-for-profit housing will also be exempt in recognition of the role those developments play in delivering affordable housing outcomes.

The government will consider whether legislative change is required regarding the regulatory arrangements around water pricing, including reviewing the role of the Essential Services Commission of South Australia (ESCOSA).

Opportunities for decentralised systems

New master planned communities, which in some cases are distant from the existing SA Water trunk infrastructure network, provide opportunities to consider decentralised systems that support the timely delivery of housing and adopt integrated water management systems and innovation at a local level. These solutions would need to be consistent with long-term water security strategies and relevant technical standards.

While the legislation already allows for residential development proponents to construct required water and wastewater infrastructure, it is recognised that the process is complex. The government will put in place arrangements to help navigate these processes and the interfaces with public and private utilities and local government. It will do this through the proposed Coordinator-General, a new office which is being established to facilitate major and complex projects and developments.

This will enable infrastructure to meet standards compatible with existing networks and ensure equity and consistent level of service to the community. Appropriate standards and regulatory requirements will need to be established to minimise the risk to government of needing to call on supplier of last resort provisions.

Land Supply Dashboard

The Land Supply Dashboard (Dashboard) is an important tool to help keep everybody up to date on land supply and development activity in the state. The Dashboard makes urban land supply and development activity data more timely, accessible, transparent and interactive through an online platform. The interactive tool will be updated to display information on the current location and future planning of water and sewer infrastructure.

Social infrastructure

Strategies:

1. Co-locate shared facilities in mixed-use precincts that combine health, education and social facilities with residential and commercial development to drive collaboration, job creation, learning and innovation.
 2. Facilitate the expansion of existing education facilities and the establishment of new education hubs to support lifelong learning in established areas and new growth areas, to accommodate future demand.
 3. Continue to provide opportunities for compatible non-residential uses such as education, health, recreational and community services near where people live.
 4. Plan new capacity to capitalise on previous or planned investments in major physical and social infrastructure (e.g. roads, schools, healthcare, water).
 5. Provide easy access to social infrastructure benchmarks to enable the consideration of priority areas for additional social infrastructure capacity.
 6. Facilitate the ability to reserve land for future social infrastructure capacity in growth areas.
-

Social infrastructure is the interdependent mix of facilities, places, spaces, programs, projects, services and networks that maintain and improve the standard of living and quality of life in a community. Examples of Social Infrastructure Assets include schools, universities, hospitals, prisons and community housing.

Figure 21 Definition from SPPs

Our growing and ageing population, increasing migration and advancements in technology will increase demand and change the expectations that people have for the variety, quality and accessibility of social infrastructure services and assets.³⁶

Ease of access to and quality of social infrastructure varies for different types of social infrastructure, particularly for vulnerable groups. The planning and delivery of social infrastructure often lags behind the increased demand in growing infill and greenfield areas.

The need for better integration and alignment with growth area planning is recognised. At the macro scale, the Plan sets the strategic direction and land use intent to inform social infrastructure planning and support growth, noting that the planning and management of social infrastructure is complex.

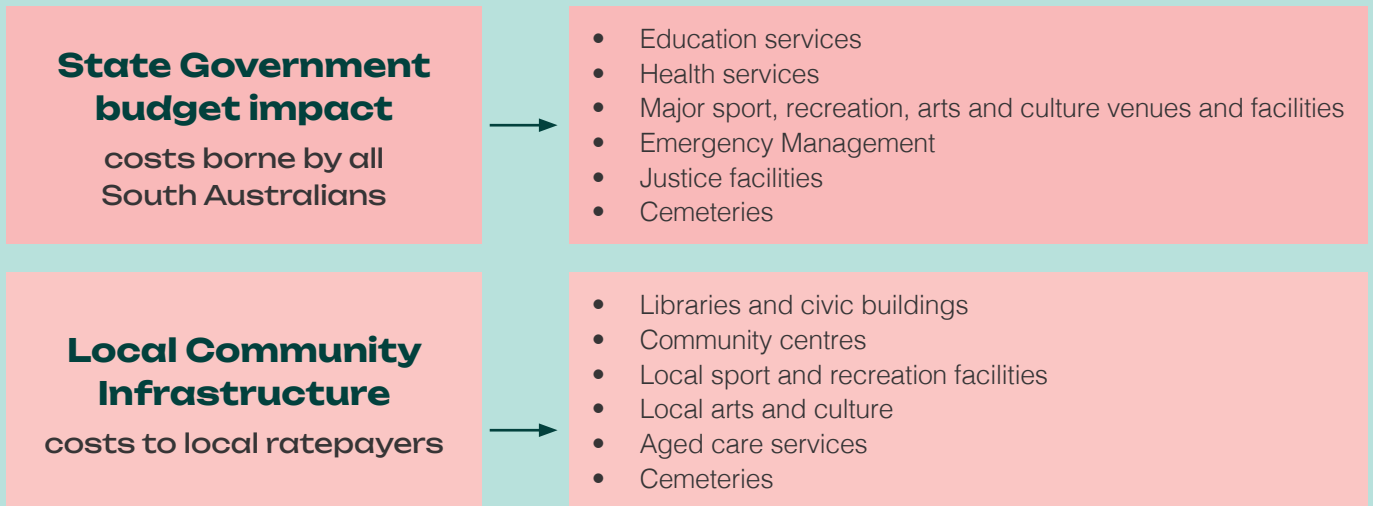
Responsibility for policy development, funding and service delivery lies across all levels of government, while the role of private and not-for-profit providers is also recognised.

³⁶ [Australian Infrastructure Audit 2019 - 6. Social Infrastructure.pdf \(infrastructureaustralia.gov.au\)](https://www.infrastructureaustralia.gov.au)

The government has the lead responsibility for planning, regulating, funding and operating the state's largest and most expensive social infrastructure assets, including education and health services, major entertainment facilities, justice facilities and cemeteries (Figure 22).

Figure 22

Social infrastructure funding, planning, operating - state and local government responsibilities



Education services

Education infrastructure is the buildings, facilities and campuses which support learning for both children and adults, including:

- early childhood education
- primary and secondary education
- tertiary education.

The number of school-aged children will increase by over 18,000 over the next 20 years, placing increased demands on existing education facilities.³⁷

³⁷ Infrastructure SA, 20-Year State Infrastructure Strategy Snapshot, p. 11, 20-Year-State-Infrastructure-Strategy-Snapshot.pdf

Early childhood services – Kindy care trial

The newly established Office for Early Childhood Development will release an infrastructure strategy by the end of 2024, with respect to capacity for 3-year-old preschool. Funding of \$339.7 million over five years was announced in the 2024-25 State Budget for the delivery of universal 3-year-old preschool, a portion of which will be invested in infrastructure capacity in government and non-government settings, including long day care centres.

20 preschools are currently trialling new models of wrap-around care, which is designed to provide greater flexibility, accessibility and support for families by increasing care outside of the regular preschool operating hours. Three operating models are being trialed, including:

- The Department for Education operating the service (similar to rural care).
- Third-party providers providing the service.
- In-venue family day carer to provide the service.

Any future changes to national childcare policy together with the state's reforms to early childhood services will require coordinated planning for early childhood infrastructure.

Source 21 <https://www.earlychildhood.sa.gov.au/for-parents-and-carers/early-childhood-services>

The capacity for primary and secondary schools to cater to future demand varies across Greater Adelaide. Most public secondary schools, and some public primary schools, are zoned schools and there has been increasing use of capacity management plans over the last decade to respond to increasing population growth and demand for preferred schools. The largest projected enrolment increases by 2041 are expected in Adelaide North, Inner Metro and Mount Barker.³⁸

The average building age across public schools, pre-schools and children centres is approximately 44 years old in South Australia, with 75% of education assets projected to be at or beyond end of life by 2052.³⁹

Consideration will need to be given as to how to best upgrade and increase capacity of existing assets in different contexts, based on land holding constraints and demand.

³⁸ South Australia's 20-Year State Infrastructure Strategy Discussion Paper, 2023, p. 28, ISA032-SIS-Discussion-Paper-12.pdf (infrastructure.sa.gov.au)

³⁹ A 20-Year Infrastructure Plan for South Australian Public Education and Care, p. 8, 20 Year Infrastructure Plan for South Australian Public Education and Care

TAFE SA and public universities

For the 2023-24 financial year, metropolitan campus-based students made up approximately 84.8% of TAFE SA students. Of these students, 75.1% are based at Regency Park, Tonsley, and Adelaide City campuses.⁴⁰

Greater Adelaide is also home to several public universities, including Flinders University, and the merge of the University of Adelaide and the University of South Australia into Adelaide University. Higher education will need to consider its evolving role towards lifelong learning, and how to best provide service delivery in low population areas, including online delivery.⁴¹

Health services

Health services are delivered by a variety of public and private providers in a range of settings, and includes illness prevention, health promotion, the detection and treatment of illness, rehabilitation and end-of-life care.⁴²

Our growing and ageing population places increased pressures on health systems. Our health infrastructure faces challenges due to its scale, age, complexity and fragmented nature.⁴³

Different areas across Greater Adelaide have varying levels of health care needs. Acute health services are generally at capacity in various regions across Greater Adelaide.

Consideration will need to be made over time regarding how the health system can provide more distributed community health services in order to reduce pressure on the state's hospital system and provide improved access to healthcare, particularly in regional areas,⁴⁴ while recognising that some health services require a critical population mass to operate efficiently.

Social housing

Social housing is the umbrella term for public and community housing. Currently there are around 43,000 households living in social housing in South Australia.⁴⁵

SA Housing Trust's (SAHT) public housing services are part of a greater social housing support system. Public housing provides housing to those most in need in our communities, and who are at greatest risk of becoming homeless. SAHT delivers a range of public housing services, including low rental housing options and housing for Aboriginal peoples.

Other social housing options include community housing, which is provided and managed by organisations who are independent of government. They have strong links to their community and provide housing to specific groups in the community.⁴⁶

⁴⁰ TAFE SA

⁴¹ Infrastructure SA, 20-Year State Infrastructure Strategy Snapshot, p. 11, 20-Year-State-Infrastructure-Strategy-Snapshot.pdf

⁴² Australian Infrastructure Audit 2019 - 6. Social Infrastructure.pdf (infrastructureaustralia.gov.au)

⁴³ Australian Infrastructure Audit 2019 - 6. Social Infrastructure.pdf (infrastructureaustralia.gov.au)

⁴⁴ SA's 20-year state infrastructure strategy, p. 26, ISA032-SIS-Discussion-Paper-12.pdf (infrastructure.sa.gov.au)

⁴⁶ Social Housing | SA Housing Trust

National Agreement on Social Housing

Discussions are continuing with the federal government about housing initiatives and seeking further funding to support public and social housing. As part of new National Agreement on Social Housing and Homelessness, the federal government will provide the state government with \$67 million to enable infrastructure to expediate housing development and new social housing.

Source: [HousingRoadmap.pdf \(treasury.sa.gov.au\)](#)

Recreation and sport facilities

While local government is typically the major provider for community-scale recreation and sport facilities, the Office for Recreation, Sport and Racing sets out strategies to support state places and spaces, including:

- supporting the delivery of the state's significant active places and spaces
- optimising the utilisation of places and spaces for active living.⁴⁷

As Greater Adelaide continues to grow, the need for communities to have access to appropriately sized and fit-for-purpose open space including sporting facilities becomes increasingly important.

Having services in place in advance of fully realised demand is a challenge. Playing fields in particular have been problematic given they generally require significant space. Given this, it is important that engagement between developers (if involved), councils, state sporting organisations and state government occurs early in the land use planning process.

Many sporting facilities across Greater Adelaide are ageing and in need of major redevelopment, or in some cases replacement, to remain fit-for-purpose and sustainable to operate and maintain.

There are opportunities to identify current or new sites for the development of multi-use community sporting hubs which are designed and programmed to meet a broad range of community services of not only sport and recreation but other services such as childcare centres or allied health services.

⁴⁷ [ORSR, State Sport and Recreation Strategic Plan: 2021-2025, p. 21](#)

Planning for cemeteries

Adelaide Cemeteries Authority (ACA) is established under the Adelaide Cemeteries Authority Act 2001 and is responsible for managing four major cemeteries in the Adelaide metropolitan area, including Cheltenham Cemetery, Enfield Memorial Park, Smithfield Memorial Park, and West Terrace Cemetery, as well as assisting a number of councils with the ongoing management of their cemeteries.

Current land utilisation of each of these cemeteries is summarised as follows:

Cemetery	Cemetery area	Current land in use
Cheltenham Cemetery	14.57 ha	14.57 ha (100%)
Enfield Memorial Park	29 ha	19.6 ha (68%)
Smithfield Memorial Park	53 ha	6 ha (11%)
West Terrace Cemetery	27.6 ha	27.6 ha (100%)

Identifying new cemetery land is largely based on land value, its availability and ability to secure appropriate locations with minimal social and environmental impact and disruption. New growth areas on urban fringes should be consider the need for more cemetery land.

New service delivery models also need to be considered to make more efficient use of existing land. The Evergreen Community Precinct at Enfield Memorial Park opened in 2023. This new multi-function facility is a \$25 million investment in the service offering to the community and a leading, modern approach to memorialisation services.

Source 22 [Adelaide Cemeteries - Plans of Management 2023-2028](#)

Justice and emergency facilities

Justice and emergency services infrastructure comprises the buildings and facilities which protect and support the safety of our communities.

Justice infrastructure includes police stations, courts, correctional facilities, and forensic health facilities. Justice services occupy a large amount of land and are therefore important to align planning for these assets to the projected distribution of population growth to assist with even distribution in relation to population density and good proximity to other services. Emergency services infrastructure includes fire and ambulance stations, and other state and local emergency response facilities, such as state emergency services.

Planning for and managing risks from natural hazards is critical to ensuring the ongoing liveability, resilience and safety of our communities. This includes ensuring we plan and provide future capacity for emergency services, such as the South Australian Metropolitan Fire Service (MFS), the South Australian Country Fire Service (CFS) and South Australian State Emergency Service (SES).

The South Australian Fire and Emergency Services Commission (SAFECOM) ensures that volunteers and employees across the fire and emergency services sector are provided within the resources and support they need to conduct vital emergency services work.⁴⁸

Planning for growth areas

Social infrastructure should be fairly and equitably distributed across urban areas, however the capacity of infrastructure to support growth varies across locations. The timing of delivery of social infrastructure tends only to occur after initial residential development and future capacity will typically be located closer to bigger populations to provide service efficiency.

The Plan provides direction for future growth, including the population growth assumptions, which will assist social infrastructure providers to forecast and plan future investment. In the first instance, focusing new growth in locations with existing services and facilities is the most cost-effective option.

Over the coming 30 years, consideration will need to be given as to whether existing social infrastructure facilities should be expanded to accommodate additional population in the region, in addition to whether land should be strategically set aside in new locations in the future.

In greenfield growth areas, it is important to set aside future land for regional-scale social infrastructure. Securing these sites early in the planning process will generate significant savings on land costs. The preservation of land for government social housing will also need to be investigated as greenfield growth occurs in the future.

⁴⁸ <https://www.safecom.sa.gov.au/about-us/>

Planning for new communities also need to be supported by local infrastructure such as libraries, community centres and cultural facilities that reflect local needs and community priorities that support inclusion and cultural diversity.

Local community facilities play an important role in ‘community building’ by providing focal points for services and programs, in addition to providing facilities and public spaces for social interaction and community activities.

Within existing established areas, increases in population densities has flow-on effects for demands on social infrastructure assets. Capacity expansion in these contexts is challenging where land supply is constrained and acquisition is often at residential rates.⁴⁹ The future design of facilities and different service models will need to be considered to increase capacity in line with future demands and growth.

South Australia’s first vertical school

The Adelaide Botanic Highschool is considered the first truly vertical school in South Australia, with students learning across six-stories, and is considered an adaptive service delivery model in the context of constrained land availability.

Source 23 Adelaide Botanic High School. Image: Chin Tan, Cox Architecture



Social infrastructure benchmarking

To facilitate early planning for future social services and assets, Infrastructure SA, in conjunction with state agencies, have prepared benchmark principles based on cost and population for expansion of social infrastructure.

The Social Infrastructure Benchmarking, as well as Population Projections, will form the initial basis for considering thresholds and capacity. Additional engagement with agencies and local government throughout the structure planning process should inform the specific needs of a locality.

Thresholds will be maintained for state-level social infrastructure by the Housing Infrastructure Planning and Development Unit (HIPDU) to ensure transparent infrastructure planning benchmarks inform state, local and private planning processes.

The use of agreed growth projections and monitoring, and agreed infrastructure thresholds will be critical for alignment of land use planning and infrastructure delivery.

⁴⁹ [Infrastructure SA – 20-Year Infrastructure Strategy Snapshot, p. 11, 20-Year-State-Infrastructure-Strategy-Snapshot.pdf](#)

Energy

Strategies:

1. Provide an energy supply system that is resilient, flexible and affordable, and that takes advantage of South Australia's success in renewable electricity generation and transition to a decarbonised economy.
2. Identify the appropriate location and types of infrastructure assets required for future energy requirements for housing, business and industry growth.
3. Minimise the impacts of encroachments by incompatible land uses near energy supply infrastructure and corridors taking a risk-based approach that supports public safety and security of energy supply.
4. Provide for strategic energy infrastructure corridors to support the interconnection between South Australia and the National Electricity Market.
5. Provide electric vehicle charging stations and infrastructure that is readily available and accessible to users.
6. Facilitate renewable sources of energy supply, such as solar and wind, at the local level.

The provision of sustainable, reliable and affordable energy is essential in meeting the basic needs of communities and ensuring the long-term supply of housing, businesses, services, economies and future enterprises. Renewable and sustainable energy supply is also critical to a successful decarbonised economy in mitigating the impacts of climate change (refer to Climate Change).

South Australia is at the forefront of change, with the highest per-capita percentage of rooftop solar photovoltaic installations in Australia and the second largest wind-to-load ratio in the world (2024).

While these emerging technologies and economic factors are contributing to a reduction in the energy consumed from the grid, the transmission and distribution network will continue to play a vital role into the future.

South Australia's renewable energy generation

South Australia generates more than 70% of its electricity from renewable sources. By 2025-2026, this is projected to reach 85%, with a target of 100% net renewable energy by 2027.

Clean electricity is essential to South Australia meeting its commitment to reduce net greenhouse gas emissions by at least 50% by 2030 (compared to 2005 levels). Off-grid energy systems generate electricity for homes, businesses, communities and towns. They can be standalone or mini-grids.

Standalone systems usually generate electricity from solar photovoltaic panels, wind turbines or diesel generators and store it using battery or fuel cell technology. Mini-grids, also called micro-grids, comprise a set of electricity generators and may include energy storage systems connected to a distribution network. The energy is provided to a local group of consumers.

Source 24 [Our electricity supply and market | Energy & Mining \(energymining.sa.gov.au\)](https://energymining.sa.gov.au)

There are challenges and opportunities in the delivery of energy, its storage and supply, existing infrastructure costs, and the costs in retrofitting new technologies into our urban landscape. Grid stabilisation, for example, becomes more challenging with rapid adoption of rooftop solar and batteries and the resulting decentralisation of energy systems. Existing strategic electricity substations, transmission and distribution lines will require ongoing protection from incompatible land uses or activities. Further investigations in collaboration with key electricity infrastructure providers are required to identify future strategic corridors to ensure the region's long-term electricity needs can be met, which will form the basis of a future amendment to the Plan.

Similarly, where relevant to the Greater Adelaide region, careful planning is required to preserve and prioritise land required for the interconnection between South Australia and the National Electricity Market (NEM). Increased interconnection within the NEM is vital to achieving affordable and reliable electricity supplies.

As noted in ElectraNet's 2024 Network Transition Strategy, the development of major transmission assets typically requires five to seven years from initial planning to delivery, and failure to adequately plan for transmission assets can potentially delay development and lead to increased costs.⁵⁰ Construction of the South Australian component of Project EnergyConnect (a new high-voltage interconnector between South Australia and New South Wales) was completed in December 2023. The project will ultimately help improve the security and resilience of the state's power system and enable more renewable energy development exports.

⁵⁰ [ElectraNet Network Transition Strategy 2024, page 22, 2023 Transmission Annual Planning Report Update \(electranet.com.au\)](https://electranet.com.au)

ElectraNet have also identified a number of near-term network developments for priority action, including:

- Mid-North Expansion (North & South) – a project to enable higher transfers of renewable energy through a diverse transmission path to Adelaide as supply becomes more dependent on distant renewable sources.
- South East Expansion (stage 1) – a project to increase transfer capability and unlock renewable resources in the south-eastern region.



Supporting the development of efficient, smart electric buildings that can optimise energy use and participate in demand-side flexibility programs will also be vital to enable energy use to be shifted to times when electricity is plentiful and cheaper, thereby benefiting consumers, the distribution network and the broader market. The government's Energy Masters collaboration with SA Power Networks to trial and demand flexibility and home energy management technologies is a good example of these new innovations.

The planning system will need to be sufficiently responsive and adaptable to emerging green energy technologies, battery storage (including community batteries) and supporting infrastructure for Electric Vehicles and future innovations that may emerge as part of planned urban growth.

Infrastructure corridors and reserves

Strategies:

1. Identify and set aside land required for future strategic infrastructure corridors and facilities, including to accommodate growth, new technologies and changing demands.
2. Infrastructure reserves are planned and coordinated to service multiple uses including opportunities for regional open space and recreation opportunities.

To support growing communities, it is critical to pre-plan infrastructure requirements to enable efficient roll out during, or in advance of, land development. Reserving land ahead of demand provides greater certainty for establishing future infrastructure that is of key importance to a planning region or the state, including infrastructure such as:

- The generation, distribution, or transmission of electricity or other forms of energy.
- Gas transmission pipelines.
- Water infrastructure or sewerage infrastructure.
- Transport networks or facilities (including roads, railways, busways, tramways, ports, wharfs, jetties, airports, and freight-handling facilities).
- Health, education, community, police, justice, or emergency services facilities.

Section 129 of the PDI Act sets out a streamlined approval process for essential infrastructure where it is proposed to be undertaken within an 'infrastructure reserve.' Including infrastructure services within the Code, which are supported by standard infrastructure designs, has the potential to significantly streamline assessment processes.

Infrastructure agencies and service providers may consider using this mechanism under the PDI Act to strategically reserve corridors or sites for future assets or rebuilding of aged assets to assist with long-term infrastructure planning to accommodate future growth. A good example of this would be the establishment of infrastructure reserves for electricity transmission lines, establishing connections through northern Adelaide to renewable energy facilities in the Yorke Peninsula and Mid North, and the Far North regions.

A range of factors will drive the need for new infrastructure and infrastructure corridors. For example, significant future growth in demand for electricity due to electrification (including electric vehicles), potential desalination plants to provide water security and large-scale customer loads to support economic growth such as data centres and manufacturing. Different categories of infrastructure will have different needs, and these will need to be understood when infrastructure reserves are established.

Strategic transport corridors

There are a number of infrastructure reserves required to preserve land for potential long term strategic transport infrastructure. Of particular significance is the Greater Adelaide Freight Bypass (GAFB), between Sturt Highway and the South Eastern Freeway, via Murray Bridge and Sedan, to form part of a broader freight network diverting heavy vehicles away from Adelaide and the South Eastern Freeway. The GAFB will improve traffic flow, reduce traffic accidents and reduce noise and pollution, in the areas which heavy vehicles will be diverted from, and increase overall freight productivity. DIT is also undertaking preliminary planning to determine what a future rail extension might look like across Greater Adelaide. A rail extension to Sellicks Beach has been contemplated since the Report on the Metropolitan Area Adelaide 1962. Corridors will be secured to allow for the extension of mass transit from Seaford to Sellicks Beach and other corridors to preserve the opportunity to provide future mass transit extensions.

Implementation and Delivery

Outcome 6: Coordinated delivery of land use and infrastructure planning

Regional planning is an essential step in the line of sight between the SPPs, regional demonstration of this and locally contextualised planning strategies.

Effective alignment of land use and infrastructure planning will allow for a more integrated and accurate view of the infrastructure required to deliver better outcomes for growing communities.

Bringing the Plan to life over the next 30 years will require ongoing collaboration and coordination across government, councils, industry and the community.

The PDI Act gives us the tools to implement some changes quickly, while other initiatives will need, investigation and investment. Effective delivery of the Plan will benefit from the suite of new digital tools in the state's new planning system. It will keep government, industry and councils up to date with trends in land supply and demand for housing and employment land use and enable faster responses to changes.

New tools and governance arrangements, within the Department for Housing and Urban Development, including HIPDU and the Infrastructure Coordination Group will coordinate infrastructure investment and facilitate well-serviced developments.

Aligning the 20-Year State Infrastructure Strategy (Infrastructure SA) and the State Transport Plan (DIT) with the Plan allows for coordinated infrastructure planning, providing greater alignment, clarity and confidence. Other agencies and infrastructure providers plans will also consider the long-term growth assumptions identified to ensure integrated planning outcomes.

Online delivery, reporting and measuring progress

Digital regional plans have been developed to provide all South Australians access to a state-wide planning and infrastructure framework that will:

- Support targets and actions for land use, transport infrastructure and the public realm through interactive maps, dynamic data and spatial plans.
- Increase the availability, accuracy and relevance of data to inform integrated land use and infrastructure decisions, including current and forward projections, statistical data and analysis.
- Allow faster implementation of planning strategies to respond quickly to housing demand or employment growth by streamlining zoning changes.
- Incorporate whole-of-government strategies and mapping data so that they can be integrated into the relevant regional plan and updated as required. This ensures mapping data and policies remain consistent, relevant and aligned. Amendments to planning instruments including regional plans can be driven by a range of government agencies and infrastructure providers enabling them to update information in the Plan to align with their long-term strategies.
- Require the state to maintain a 15-year rolling supply of zoned land across greenfield and infill areas. A further target requires the state to maintain five years of development ready supply (i.e. land that is serviced and can be built on now).
- Track housing supply every quarter to ensure we do not fall short of these targets. The Department for Housing and Urban Development will actively monitor this to ensure we are building enough homes, and actively responding to any blockages.
- Set housing targets for each local government area in the Plan based on each area's future population projections and unique constraints and opportunities.
- Require councils to undertake the necessary planning to ensure sufficient land is zoned to accommodate these targets over 10-year periods (across 30 years).

Targets and measures

Region-wide targets and measures

Four foundational targets have been identified for the Plan. These assist in monitoring the effectiveness of actions and strategies within the Plan or may inform other government policy or investment decisions.

These targets are aimed at ensuring:

- A timely, efficient and continuous supply of land across Greater Adelaide to support greater choice of housing in the right places.
- Providing timely, efficient and continuous supply of employment land across Greater Adelaide to ensure we can maximise the opportunities to build a strong economy.
- A cooler and greener urban environment.

Additional targets will be established and refined over time to measure the outcomes of the Plan based on available data.

Target 1: Residential land supply

Outcome: More housing in the right places

A timely, efficient and continuous supply of land across Greater Adelaide and its LSRs will support greater choice of housing in the places that are well serviced.

Target	<p>Target 1.1: Maintain a 5-year rolling supply of development ready residential land.</p> <p>Target 1.2: Maintain a 15-year rolling supply of zoned residential land.</p>
Measure	<ol style="list-style-type: none"> 1. Land supply reporting on capacity (known and estimated). 2. Utilise region specific discounts and yields to estimate supply over undeveloped zoned and future land supply.
Geography	<ul style="list-style-type: none"> • Greater Adelaide Planning Region • Land supply region
Frequency	<ul style="list-style-type: none"> • Annual
Data source	<ul style="list-style-type: none"> • Land valuation • PlanSA Development Application data • Land division spatial layer

Target 2: Region and local area housing targets

Outcome: More housing in the right places

A timely, efficient and continuous supply of land across Greater Adelaide's LSRs and local government areas will support greater choice of housing in the places that are well serviced.

Target

Target 2.1: Regional housing targets to 2051, based on high population growth projections.

Target 2.2: Local government housing targets to 2051, based on high population growth projections.

Measure

- Dwellings built
-

Geography

- Greater Adelaide Planning Region
 - Land supply region
 - Local government area
-

Frequency

- Annual
-

Data source

- Land valuation
- PlanSA Development Application data
- Land division spatial layer

Target 3: Employment land supply

Outcome: A strong economy built on a smarter, cleaner future

Providing timely and a continuous supply of employment land across Greater Adelaide and its LSRs will ensure we can maximise the opportunities to build a strong economy.

Target

Target 3.1: No net loss of zoned employment potential within the inner metropolitan sub-regions of Greater Adelaide, unless land has been identified for future strategic infill development within the Plan.

Target 3.2: Maintain a 15-year rolling supply of zoned employment land.

Measure

- Land supply reporting on capacity (known and estimated)
-

Geography

Target 3.1: Inner Metro, Inner North, Inner South and Adelaide West LSRs

Target 3.2: Greater Adelaide Planning Region

Frequency

- Annual
-

Data source

- Land valuation
- PlanSA Development Application data
- Land division spatial layer

Target 4: Urban tree canopy

Outcome: A greener, wilder and more climate resilient environment

An increased urban tree canopy will ensure a cooler and greener urban environment.

Target

Target 4.1: No net loss of tree canopy (3 m or greater) cover.

Target 4.2: Achieve a 30% tree canopy (3 m or greater) cover across metropolitan Adelaide by 2051.

Measure

By 2030 all local government areas to increase tree canopy (3m or greater) cover by 2% over residential and open space areas (excluding industrial and infrastructure).

Geography

Target 4.1 and 4.2: Greater Adelaide Planning Region

Measure 1: Local government areas

Frequency

- Every 3 years
-

Data source

- LiDAR data
- Zoning spatial layer

Short-term actions

An up-to-date implementation plan is to be maintained, with five-year rolling actions. This includes dynamic reporting to track the implementation by theme, location and the entity responsible.

These actions include recommendations about the amendment or establishment of other planning instruments available through the PDI Act such as a Code Amendment, but also include further investigations to inform future updates to the Plan.

All the targets and actions, including their implementation status can be viewed in the dashboard.

Actions and complying Code Amendments

Regional plans can include mechanisms to fast-track appropriate Code Amendments at the Minister for Planning's discretion. These are referred to as section 75 Complying Changes. Section 75 of the PDI Act enables the Minister to agree to change the Code via a streamlined process for implementing a recommendation from a regional plan. This could relate to amending zoning or overlays in the Code to implement new growth areas or other spatial changes identified in the regional plans. Recommendations seeking code amendments in the Plan in accordance with section 75(1)(b) of the PDI Act, need to be reflected in maps or spatial information and supported by specific information about the changes that are being proposed. These can only be initiated or agreed to by the Minister for Planning, after seeking the advice of the Commission and are the subject of consultation under the Charter.

This first version of the Plan does not include any recommendations to amend the Code via section 75 of the PDI Act.

Future iterations have the potential to include complying changes to allow streamlined processes to amend the Code. Any amendment to the Plan to identify complying changes requires an amendment under section 73 of the PDI Act, and will include engagement with landowners, council and community under the Charter.

Coordination and delivery

Long-term strategic objectives:

1. Provide clear governance and reporting frameworks that strengthen the relationship between urban growth and infrastructure planning and that deliver coordinated and consistent decision-making.
2. Infrastructure capacity analysis and planning is developed and maintained in collaboration with state agencies, local government and utility providers to refine and prioritise growth areas.
3. Adopt contemporary benchmarks and trigger points for infrastructure investment to inform planning and investment decisions.
4. Create a transparent land supply and infrastructure prioritisation plan(s) that can be digitally represented with clear plans describing land supply, serviceability and infrastructure requirements.
5. Government will lead planning of new greenfield growth areas, urban corridors and state-significant strategic infill sites.
6. Empower local government to achieve housing and employment growth targets and to align infrastructure investment strategies and plans with priority growth areas.
7. Integrated development and infrastructure delivery is incentivised with out of sequence development incurring additional costs borne by the development that benefits.

Every person, no matter where they live, should have fair access to transport, employment opportunities, healthcare, shops and services. Access to quality services and infrastructure is intrinsically linked to community wellbeing and it can also reduce living costs and support greener, safer, healthier, more prosperous communities.



Housing choice and infrastructure provision

New homes and businesses need new or augmented infrastructure and services regardless of their location, type, or density. A combination of greenfield and infill development is envisaged to support Greater Adelaide's future population. Each approach presents its own unique challenges, noting the total cost to community needs to be considered.

Successful greenfield development is contingent on the timely and coordinated release of land, relative to the provision of available infrastructure.

When this is done effectively, it reduces the costs to community and ensures people have access to necessary facilities and services in a timely manner.

Infill development has played a critical in accommodating growth in recent years. While its associated impacts require careful management and clear policies, Infrastructure SA research has shown there typically are efficiencies in accessing infrastructure in infill areas that can result in lower costs and access to services sooner in comparison to greenfield areas. However, this is highly variable and dependent on the capacity of existing networks.

Logical and orderly growth

Land should be rezoned based on the timely and coordinated delivery of new or upgraded infrastructure alongside additional housing supply or prioritising the delivery of housing development in areas with additional infrastructure capacity.

When done effectively, this reduces the total cost to community and ensures people have access to necessary facilities and services, including utilities such as water and power and social services such as health and education or a reliable local bus network.

Importantly, the orderly expansion of infrastructure to support growth is not about providing all future infrastructure needs upfront as this is not practical or affordable for governments and taxpayers.

Coordinated and integrated planning is about proactively identifying and planning for the housing and population thresholds that will require new and upgraded infrastructure across our cities as they grow and ensuring infrastructure is operational when triggers are met.

Essential infrastructure such as power, water and sewer needs to be provided up-front, while other infrastructure such as health and education facilities can follow, based on housing and population triggers as a new suburb establishes.

The Greater Adelaide Regional Plan Amendment – Infrastructure and prioritisation

More detailed analysis is required to understand infrastructure capacity and what would be required to augment or deliver new infrastructure to support the long-term growth of greenfield and infill development. This includes working with agencies, utility providers and local governments to understand the capacity of infrastructure such as schools, hospitals, community facilities, roads water, and stormwater infrastructure to support the future growth identified in the Plan.

This work will inform an amendment to the Plan to further define and prioritise greenfield growth and infill locations based on infrastructure and service capacity. It will also identify new infrastructure required to support the development of these communities and inform further work on costs and mechanisms to fund required upgrades. The primary focus will be the Outer North LSR that accommodates a significant proportion of Greater Adelaide's housing growth. This work will commence in 2025 and will involve further engagement with state agencies, local government and local communities.

Planning roles and responsibilities

A collaborative and whole of government approach is required to successfully meet the Plan's housing targets and successfully coordinate infrastructure provision. The role of key planning entities is identified below.

Role	Responsibility
Growth prioritisation	<p>The State Planning Commission will identify and prioritise land for future development and maintain an up-to-date growth prioritisation plan in the Plan.</p> <p>This work will be supported by the Department for Housing and Urban Development working with landowners, infrastructure providers and local government.</p>
Structure planning for greenfield development	<p>The Department for Housing and Urban Development is responsible for structure planning for greenfield growth structure plans (housing and employment).</p> <p>The Housing, Infrastructure, Planning and Development Unit is preparing integrated structure planning guidelines which will provide guidance on this process.</p> <p>Structure plans will inform specific land uses, future zoning and strategic transport and trunk infrastructure requirements to inform Code Amendments and infrastructure funding.</p>
State-led precinct planning (infill development)	<p>The Department for Housing and Urban Development is responsible for the planning of state-led strategic infill, urban activity centres and corridor locations.</p> <p>Renewal SA is the lead agency for planning state-led urban renewal precincts including unlocking land for strategic infill development and state-significant industrial precincts such as Greater Edinburgh Parks.</p> <p>Regeneration areas with a high proportion of land in public ownership will also be state-led (for example, high proportions of SA Housing Trust properties).</p> <p><small>*These state-led sites are mapped.</small></p>
Urban corridor planning (infill development)	<p>The Department for Housing and Urban Development is responsible for the structure planning and zoning of urban corridors in collaboration with the Department for Infrastructure and Transport due to the strong alignment required with the state's public transport planning.</p>
Infrastructure planning	<p>Infrastructure providers and agencies will align their long-term infrastructure and investment plans with the planning assumptions and prioritisation in the Plan.</p>
Infrastructure coordination	<p>The Housing, Infrastructure, Planning and Development Unit is responsible for facilitating infrastructure provision for housing developments across the state, and ensuring it is well planned and coordinated in the development process.</p>
Infrastructure benchmarking	<p>The Housing, Infrastructure, Planning and Development Unit is responsible for maintaining social infrastructure benchmarks to assist government and private sector to plan for new growth areas.</p>
Local area planning	<p>Councils are responsible for local area planning to identify how each council area can meet the projected housing target in the Plan in a manner that considers local character, housing needs and infrastructure.</p>

Improving coordination and monitoring performance

Infrastructure coordination is complex for several reasons including the high number of stakeholders involved, the spread of planning and delivery responsibilities across multiple government departments and the range of responsibilities of infrastructure providers.

The digital Plan will provide a contemporary approach to infrastructure coordination and a mechanism to improve integration of land use and the infrastructure necessary to support Greater Adelaide's anticipated housing and employment growth. It identifies future growth areas based on known infrastructure capacity constraints and opportunities, in conjunction with state infrastructure agencies and utility providers.

Collaboration across all tiers of government will be vital, noting that the establishment of an Infrastructure Coordination Group through HIPDU will take a lead role.

Aligning strategic planning processes and developing an integrated structure planning guide will improve the process for new developments and create an implementation tool for growth areas. However, this cannot occur in isolation and needs to involve the community and stakeholders to ensure planning is well informed.

Housing availability and orderly release of land

While there is at least 15-years of land already zoned for housing available in Greater Adelaide, one of the contributing factors to the current housing crisis is the lack of serviced and well-located land that is ready for housing developments.

In part, this is a result of a lack of prioritising and coordinating the release of land, resulting in multiple disconnected growth fronts establishing across Greater Adelaide which are competing for investment from governments for transport, water and social infrastructure.

This also affects the everyday life of our residents and the liveability of our city. The symptoms of this can include over-enrolment in schools, increased congestion on roads, and a lag in delivering public transport and local community services such as new schools which can entrench patterns of behaviour, such as car use.

Overcoming this requires collaboration across all levels of government and with industry, as well as a shared understanding of infrastructure needs based on the desired outcomes for a place and the community, rather than outcomes for a sector. This has significant impacts for housing affordability.

Land use and infrastructure planning tools

Land Supply Dashboard

The Dashboard will support the implementation of the Plan. The Dashboard will help to integrate future land use and infrastructure investment into the planning process to support improved coordination and collaboration across development fronts and infrastructure sectors and provide the starting point for more detailed structure planning.

The next generation of the Dashboard will include further infrastructure layers, showing planned infrastructure and therefore identifying areas where there are known deficiencies or gaps. As a high priority the Dashboard will be updated quarterly to provide for an up-to-date plan that manages orderly growth. This will require ongoing collaboration and commitment from governments and infrastructure providers. It will form the single source of truth for use by all stakeholders. The Dashboard is a document that will be formally recognised and linked to the Plan under section 71(b) of the PDI Act and will be the central point to coordinate and integrate long-term infrastructure plans and land use data.

Consistent data and benchmarking

State infrastructure agencies and utility providers and local governments will be expected to:

- Adopt the common planning assumptions prepared to inform the Plan and plan to the housing and employment targets established for each LSR.
- Evaluate the current and future capacity of their infrastructure based on these common planning assumptions.
- Amend long-term plans based on these common assumptions and amend the Plan to incorporate their long-term infrastructure plans to establish a shared understanding of current and future infrastructure capacity across government, industry and community.
- Maintain contemporary benchmarks to establish a common understanding of trigger points for new infrastructure to inform planning processes at a region-wide and precinct-wide scale, such as structure plans.
- Contribute to developing and maintaining an up-to-date growth prioritisation plan for Greater Adelaide that assists government to make the best use of infrastructure and improve planning and investment decisions.

Infrastructure benchmarks prepared by Infrastructure SA in conjunction with state agencies, will form the initial basis for considering infrastructure thresholds and capacity. Additional engagement with agencies, utility providers and local government throughout the structure planning process should inform the specific needs of a locality. The Social Infrastructure Benchmarking and Population Projections will be formally recognised and linked to the Plan under section 71(b) of the PDI Act and the adopted planning assumptions to consider when undertaking long term planning for land use and infrastructure in Greater Adelaide.

Thresholds for new social infrastructure will be maintained for state level social infrastructure to ensure transparent infrastructure planning benchmarks are provided to inform state, local and private planning processes.

Adaptive planning approaches that use agreed growth projections and monitoring, and agreed infrastructure thresholds will be critical for alignment of land use planning and infrastructure delivery.

Structure plans

Structure plans provide a tool to undertake more detailed planning to implement the housing and employment targets established in the Plan and integrate infrastructure planning and funding with the rezoning of land. Structure plans can be incorporated into the Plan via an amendment to a regional plan undertaken by the state or local government to inform infrastructure agreements and unlock fast-tracked rezoning processes under section 75 of the PDI Act. They can also be incorporated into the Plan where they form part of an approved infrastructure scheme.

Structure plans should:

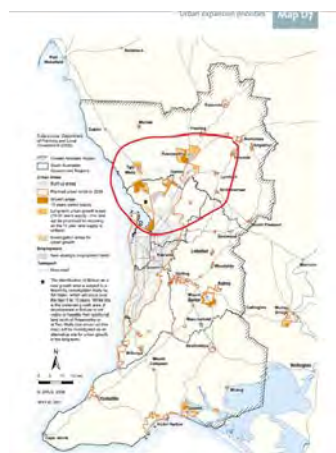
- Provide guidance on specific land uses and their locations including land for housing, employment, activity centres, open space networks and infrastructure (including social infrastructure such as education and recreation).
- Deliver the employment land and housing targets established in the Plan and identify the form and density of development required to achieve this.
- Identify infrastructure needs (including social infrastructure requirements) to inform agreements and the preferred funding mechanism.
- Specific spatial recommendations to amend the Code that could be incorporated into the Plan and implemented through a section 75 complying rezoning process (subject to community engagement and infrastructure agreements being finalised).

Process for new growth areas

Planning for the seven greenfield growth fronts described below will follow the planning process as outlined:

1. Growth areas are identified in the Plan.
2. Structure planning is undertaken to identify future land use and trunk infrastructure requirements.
3. A Code Amendment and associated infrastructure agreements are prepared to rezone the land and establish equitable funding of new infrastructure (for areas outside of the EFPA).
4. Proponent undertakes detailed planning of the land to inform land division application.
5. Land division application assessed by relevant planning authority.

The government will lead the structure planning and rezoning process of the seven greenfield growth fronts, in collaboration with relevant councils and landowners. Landowners will be responsible for detailed planning their land, following the rezoning process and lodging development applications for staged land divisions, and paying their fair share of infrastructure costs.



Greater Adelaide Regional Plan

- Identifies and prioritises land suitable for urban development (e.g. residential, employment and open space).
- Establishes a common planning baseline including current infrastructure and growth projections.

Integrated Structure Plan

- Implementation tool for growth areas.
- Identify strategic transport and other significant trunk infrastructure requirements.
- Identify opportunities for coordinated infrastructure provision including social infrastructure.
- Investigate and identify features to be preserved including natural systems and cultural heritage.
- Inform Code Amendment (specific land uses and zoning).
- Provide clarity regarding the application of infrastructure delivery tools such as where a deed or an infrastructure scheme is appropriate.

Code Amendment and Infrastructure Agreements

- Establish infrastructure funding mechanisms.
- Amend the planning rules to change the policies, rules, or mapping within the Code to implement structure plan.
- Incorporate any relevant concept plans to guide location of land uses and infrastructure in land division approval stage.

Planning for state-significant strategic infill

The government is responsible for the planning and coordination of state-significant strategic infill, activity centres and urban corridors. This is because of the range and extent of policy approaches required to deliver these successfully vary from site to site. This may include a simple rezoning process, high level structure planning work to inform policy changes to the Code, the need to acquire or consolidate land holdings to facilitate outcomes, or the coordination of state-level infrastructure such as public transport. In some circumstances the planning for these sites will be driven by private landowners or local government, with state involvement and guidance.

The role of government involvement required in each strategic location will vary depending on its characteristics. This may include:

- Coordination of consolidation and delivery of key sites.
- Identification and release of surplus government land.
- Coordination and financing of trunk infrastructure.
- Public transport infrastructure and service improvements.
- Coordination of planning, infrastructure agreements and public realm improvements (i.e. precinct planning).
- Development of shared / consolidated precinct wide parking in strategic areas that include park and ride opportunities to incentive development and reduce parking costs.
- Rezoning land through a Code Amendment.

Council strategies

At a local level, the government will work in partnership with local government to implement housing and employment land targets. To develop successful strategies, local government must be empowered to collaborate in this process. Part of the core business of councils is to undertake strategic planning for their local area. Strategic planning at a local level should implement the growth targets and identify requirements and timing for local infrastructure and services.

Importantly, the role of councils has been elevated under the PDI Act as a Designated Entity who can undertake amendments to regional plans. This highlights the desire for councils to be actively refining in improving the Plan.

Alignment between revised population, housing and employment projections and council Strategic Management Plans required under the *Local Government Act 1999* such as strategic asset management and long-term financial plans will establish greater whole of government coordination.

⁵ [What does 'Housing as a human right' mean in Australia? | AHURI](#)

Infrastructure charging

Long-term strategic objectives:

1. Apply fair, transparent and proportionate contribution frameworks that can be costed into projects up-front, creating investment certainty and unlocking housing supply.
2. Evaluate the most effective and fit-for-purpose infrastructure funding mechanism for projects such as deeds, infrastructure schemes and fixed charges.
3. Provide transparency of infrastructure costs associated with various housing options and critically analyse the cost benefits prior to land release or rezoning.
4. Develop models where infrastructure and services can be delivered by third parties to expedite projects, while maintaining appropriate quality control, engineering and other standards for construction and maintenance.
5. Apply a range of fit-for-purpose infrastructure funding mechanisms including deeds, schemes and fixed charges including investigating new fixed charges for basic infrastructure such as stormwater.
6. Structure planning of future growth areas is used to identify infrastructure costs and inform infrastructure charges, including the initiation of infrastructure schemes.
7. Establish pilot infrastructure schemes and their use to establish development charges for infill and regeneration areas.

We need to ensure infrastructure keeps pace with growth and is funded fairly.

The delivery of infrastructure has been a planning challenge for many years. Funding models have been the subject of scrutiny by a range of interested parties, often with polarising views on how infrastructure should be funded. Infrastructure funding and delivery needs to ensure that there is a fair and proportional sharing of cost among users and wider beneficiaries of infrastructure. Traditionally, the delivery of essential infrastructure in greenfield developments is paid for through the development process. Cost-reflective pricing would have a significant impact on the ability to deliver houses.

New homes need new or augmented infrastructure and services regardless of their location, type or density. The work of Infrastructure SA and other infrastructure agencies around Australia shows land development costs in urban and township extension areas can be significantly higher than land development costs in established residential areas, but only where capacity remains in existing networks.

While small scale infill development has been benefiting from this capacity, in many cases it hasn't had to contribute. Equitable funding arrangements are required so that costs will be shared between the government and community (via taxes and user charges), alongside the developer and homebuyers.

Infrastructure costs

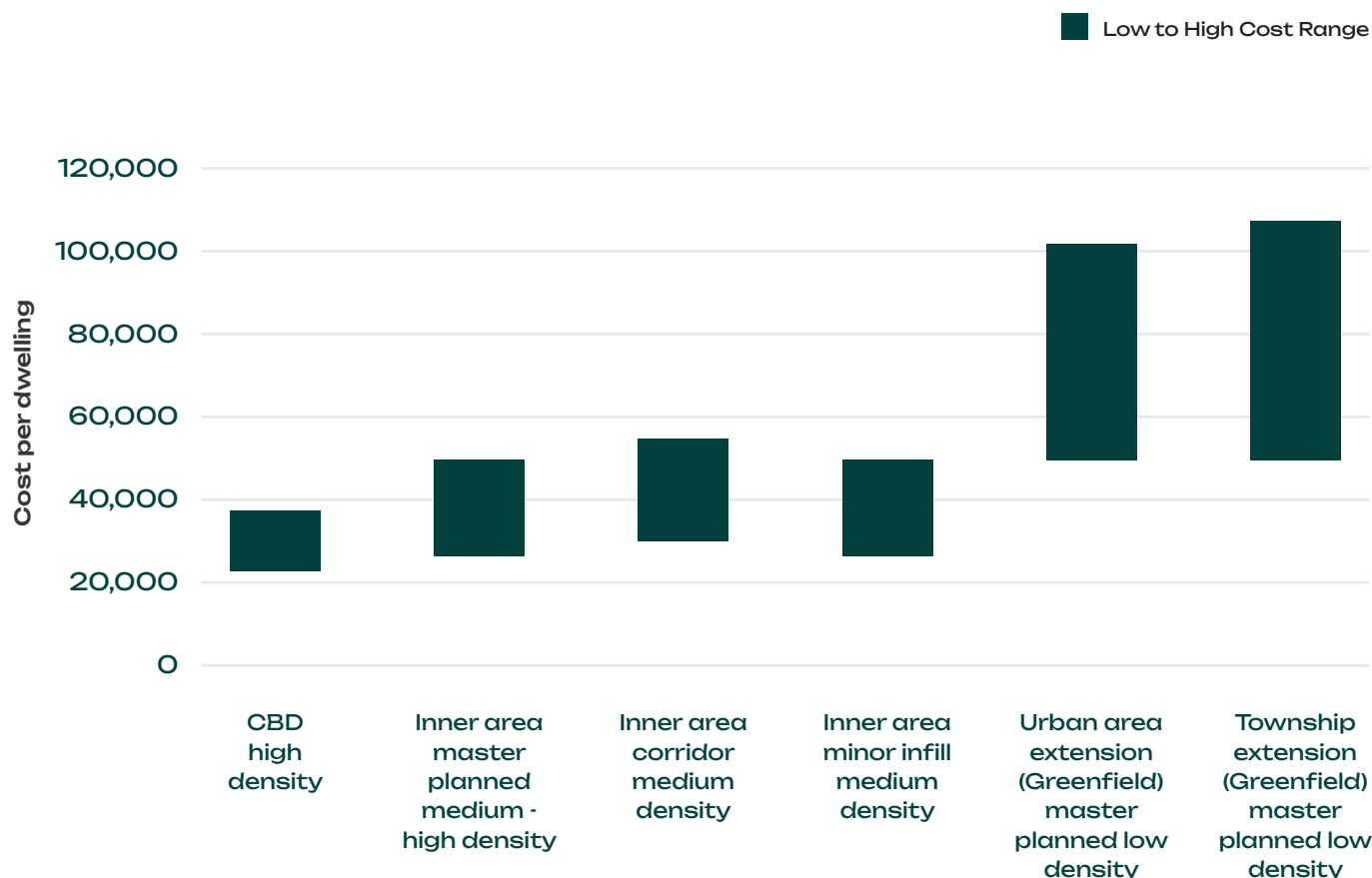
The Commission has worked with Infrastructure SA to identify infrastructure cost differences between infill and greenfield development. Development of new greenfield areas costs more due to the need for new local roads and stormwater management systems, trunk infrastructure and earthworks. Although it can vary, Infrastructure SA modelling suggests infill development will typically cost less than greenfield development.

This is highly variable and based on the capacity of existing infrastructure. As capacity reduces and augmentation is required, costs will increase.

But cost is not the only factor directing where growth will occur. The impacts of infill on local communities can be high, including tree loss and impacts to heritage and character, and loss of privacy and amenity.

Land development cost real, undiscounted (\$)

Source 25: Infrastructure SA, 2023



Different infrastructure tools and models are suited to different circumstances and may depend on the nature of infrastructure required, the known level of detail available, who the beneficiary of the infrastructure will be and the timeframe for delivery.

Charging mechanisms should be:

- Fit for purpose.
- Proportionate in terms of administrative burden.
- Equitable with contributions based on beneficiaries.
- Evidence-based with accurate costing.
- Transparent with clear governance and accountability for the collected funds and how they are spent.

Infrastructure schemes and other tools

The PDI Act establishes general and basic infrastructure schemes.

Basic infrastructure schemes apply to designated growth areas and provide the mechanism to ensure the delivery of essential infrastructure that is initially required to make a neighbourhood liveable, such as water, sewerage and electricity. They operate as a charge on the land when development takes place.

General infrastructure schemes are broader and envisaged to deliver a wider range of infrastructure including health, education, community facilities, public transport, police, justice and emergency services. These schemes are not yet operational.

The use of infrastructure schemes will ensure that all infrastructure required to build new communities will be planned and coordinated with direct accountability to the Minister for Housing and Urban Development. HIPDU will oversee the delivery of infrastructure schemes, regularly monitoring infrastructure costs and the delivery of growth areas across the state.

Infrastructure deeds will remain a useful tool in specific circumstances where the use of a scheme is not fit-for-purpose or warranted due to the scale of the project or small number of individual landowners.

The range of mechanisms available and further work required to operationalise these is set out in Table 7.

Table 7 - Mechanisms available

Charging mechanisms	Role	Further investigations
Deeds and LMAs	Rezoning greenfield land where there are a limited number of landowners and infrastructure interventions are well known	Best practice guidance on deeds and when they are appropriate, including lessons learned from previous arrangements.
Fixed charge	Defined fixed charge where developers contribute to the payment of infrastructure augmentation	New fixed charges have been established for the provision of water infrastructure. This model can be investigated for other infrastructure such as stormwater.
Basic infrastructure scheme	Rezoning for new master planned areas or infill areas	Pilot infrastructure scheme established for greenfield areas and investigated the use of basic schemes to establish charges for urban infill and regeneration areas.
General infrastructure scheme	Rezoning of urban renewal areas or growth areas where social and transport contributions required	The provisions for general infrastructure schemes have yet to be made active. Prior to activating these provisions, section 245 of the PDI Act requires that the Commission conducts an inquiry to investigate alternative schemes for the provision of essential and prescribed infrastructure and make recommendations to the Minister about whether the schemes should be adopted in South Australia.
Precinct authority	Strategic planning and delivery of state significant strategic infill and regeneration areas for stormwater in infill growth areas	The establishment of a precinct requires more time and resources than other mechanisms and has not been utilised previously. A review of legalisation is recommended to ensure that precinct legislation is efficient and reduces administrative burden and development costs.

Fixed infrastructure charges

Up until recently, those who benefit from new water, sewer or power infrastructure pay for it through augmentation charges. The settings for water are consistent with the National Water Initiative 2004 (NWI) in which cost-reflective pricing for the delivery of infrastructure is a central tenant.

In South Australia, those who have built in greenfield growth areas have paid for a range of infrastructure, while the vast majority of those who place pressure on existing infrastructure when they build houses in existing suburbs and towns have not.

To meet critical future housing needs for the state, maintaining the existing method of augmentation charging is unsustainable. It sometimes requires individual developments to fully fund augmentation works that are required (particularly in greenfield situations), which may have benefits outside the immediate development area.

Fixed infrastructure charges can play an important role in ensuring critical infrastructure can be provided fairly across urban and regional areas. These charges are supported by public sector investment through the ordinary budgetary process promoting shared investment.

Greater Adelaide land supply regions

Greater Adelaide is a large and diverse area that includes the capital city of South Australia, Adelaide, as well as its surrounding suburbs, satellite cities, towns, and rural landscapes.

Each of these regions has its own unique characteristics, opportunities and constraints and will play a different role in the future of growth of the Greater Adelaide region.

Housing and land supply targets

This section outlines the housing and employment land targets for each LSR and local government area. These have been established as a means of significantly increasing the supply of housing and are based on the constraints and known capacity of infrastructure in each area.

How this will be delivered, and the land supply type, will vary according to the area, the local context, constraints on developing land, infrastructure, employment opportunities, and community and market preferences for different development outcomes.

Northern Plains and Barossa

The Northern Plains and Barossa LSR includes the towns of Kapunda, Freeling, Mallala, Dublin, Tanunda, Nuriootpa and Williamstown. It also includes a significant proportion of future growth areas identified to the north of Two Wells. It is an economically diverse area and includes the Barossa Valley wine region, grain and livestock farming and tourism.

Due to the region's proximity to the Adelaide metropolitan area, it is attractive for residential growth. Growth opportunities in the townships are spread across the region, however, are limited due to restrictions imposed by both the CPD and the EFPA, that cover much of the region.



Key opportunities

- Strategic infrastructure such as the Northern Connector make townships more accessible opportunities for additional employment and residential growth particularly in the vicinity of Two Wells and Roseworthy.
- Significant opportunity for future economic growth and tourism development to leverage off the Barossa and Eden Valley Wine Regions.
- Road infrastructure has made many more townships accessible for more of the broader population.

Key issues

- Future growth potential in many townships is constrained by CPD and the EFPA.
- A dispersed population across multiple smaller townships makes the provision and maintenance of infrastructure and services more expensive.
- Providing opportunities for a growing, ageing population to age in place with good access to health services and appropriate accommodation.
- Management of natural hazards, particularly bushfire and flooding risk.
- The region is also likely to experience warming climates over the coming decades which may impact existing agricultural activities and therefore consideration for other employment activities, such as those relating to renewable energy should be considered.



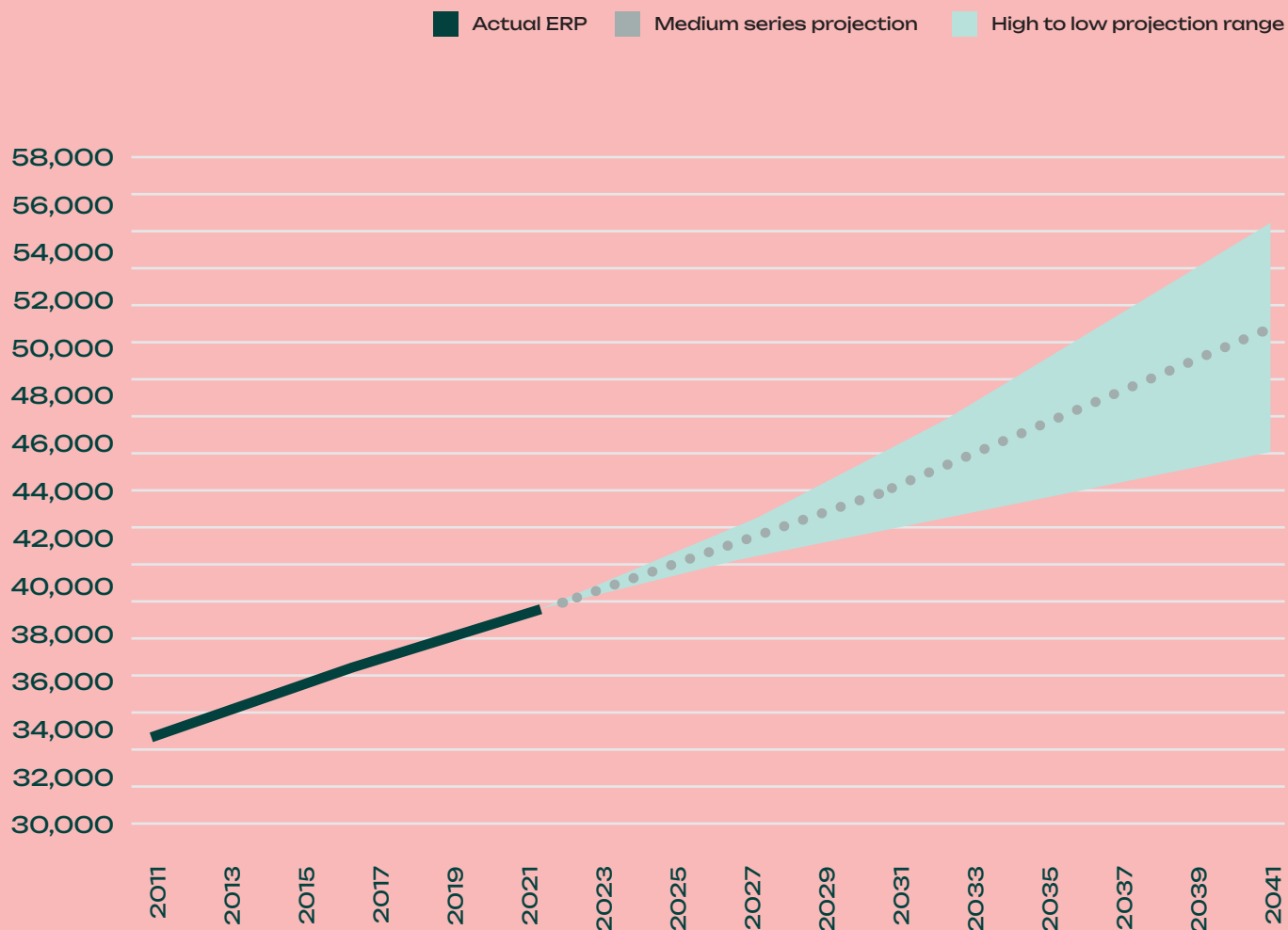
Population

By 2051 the population of this vast geographic region would have grown on average, by more than 2% year on year, representing an increase of over 16,550 additional people. This population will be distributed across the regions numerous townships and will need to be prepared to manage the needs of a growing and ageing population, with close to 10% of the total population anticipated to be aged 80+. This places significant pressure on the provision of appropriate housing in locations easily accessible to health care facilities and other necessary services.

**Table 8 - Projected population,
Northern Plains and Barossa Region, 2021-2041**

Year ending 30 June	Projection series		
	Low	Medium	High
	Total population		
2021	38,797	38,797	38,797
2041	45,728	50,866	55,355
2021-2041	6,931	12,069	16,558
	Average annual change		
2021-2041	347	603	828
2021-2041 (%)	0.89	1.56	2.13

Figure 24 - Projected population, Northern Plains and Barossa Region, 2021-2041



Housing targets

To ensure the region, and its respective local government areas, are best placed to manage anticipated growth, housing targets have been created. These targets were formulated using region specific information tied to population projections and household formation to ensure they reflect the likely needs of their growing populations.

Figure 25 - Housing Target (Northern Plains and Barossa Land Supply Region)

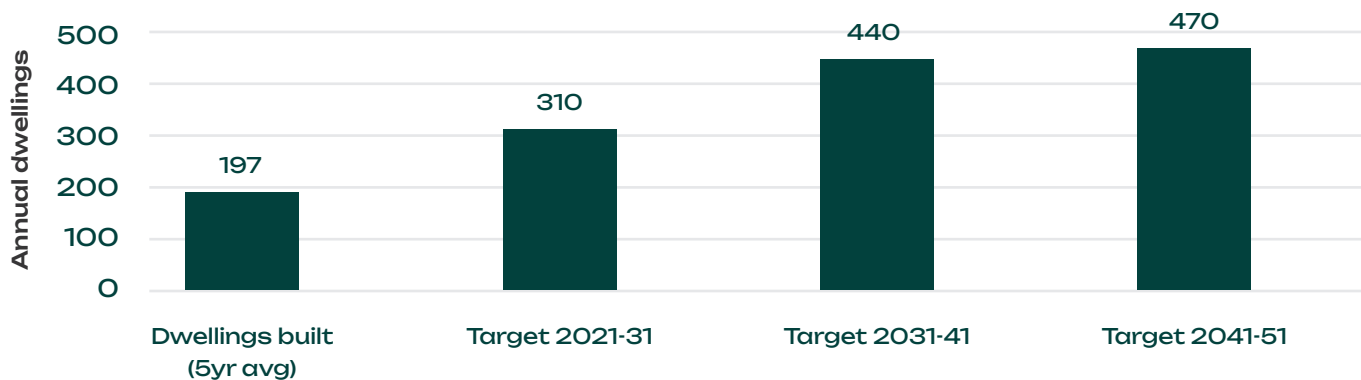
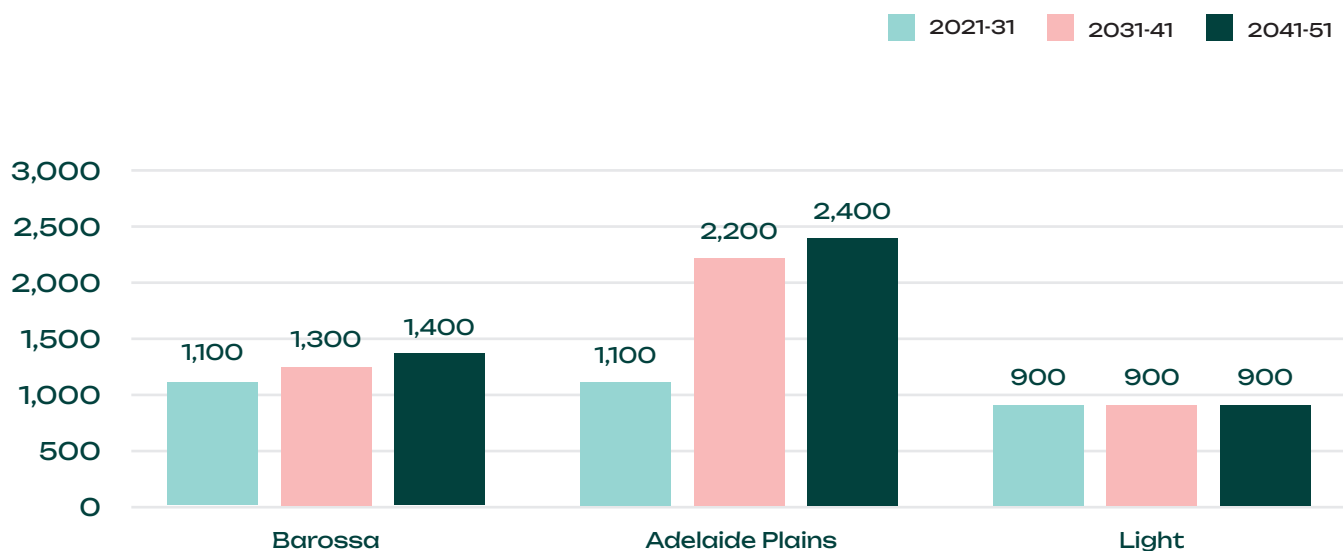


Figure 26 - Housing Target (by Local Government Area)



Housing land supply

Proposed lots 1,455 lots	Undeveloped zoned 3,290 lots	Future growth (current) 380 lots	Future growth (additional) 9,600 lots	Total 14,725 lots
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The region will need to find and service land to accommodate 12,200 new dwellings by 2051. On average just over 100 dwellings are completed within the region per annum. It is likely that growth can be accommodated in the short to medium term with existing supply in key townships such as Mallala, Freeling and Nuriootpa. Limited greenfield land supply exists within most townships with potential for moderate growth of townships. Most residential development is expected to occur within existing townships, most notably Nuriootpa, Freeling and Tanunda. This is expected to continue to provide a modest, but continuous amount of additional supply as ageing housing stock is upgraded and replaced over time.

Proposed additional supply

The northern portion of the Two Wells future growth area provides long term growth opportunity for approximately 9,600 dwellings. The region is also well connected to future residential growth areas in Roseworthy and Concordia which provide significant housing supply opportunities and are unconstrained by CPD protections.

Precinct	Description	Estimated additional dwelling yield
Two Wells (northern portion)	Three greenfield areas to support long-term housing land supply. These are located north of established areas of Two Wells and east of Port Wakefield Highway. The sub-areas are all located on land least constrained by environmental hazards and infrastructure.	9,600 dwellings

Additional opportunities will need to be considered across a range of townships, noting existing constraints associated with both the CPD (Barossa) and the EFPA Overlays. Local area planning by council should consider how future housing can be provided to meet local targets that is suited to the unique character of individual townships within the CPD.

Employment land supply

Occupied 1,375 ha	Vacant 61 ha	Future (current) 0 ha	Future (additional) 675 ha	Total 2,111 ha
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Most of the regions vacant employment land is in the Barossa region in townships such as Nuriootpa and Tanunda. Large tracts of developable land is located south of Dublin, however this is being used, in part, for primary production activities and would require the cessation of these activities and investment in new infrastructure for it to be brought to market.

Expansion of the region's economy and population is expected to result in the need for an additional 184 ha of zoned and serviced employment land to 2051. Employment land is currently occupied at low intensities throughout the region therefore some demand could be accommodated through more intensive and efficient use of existing zoned land. However, significantly more zoned and serviced employment land will be required in the medium-long term.

To support projected growth, it is expected that approximately 19,500 sq m of additional retail floor space will be required. The demand is likely to be dispersed throughout a range of townships, and much of the demand will likely be accommodated within a network of centres established through the development of Concordia and Two Wells.

Key infrastructure considerations

Port Wakefield Highway and the Sturt Highway are the main transport corridors servicing the Northern Plains and Barossa region, connecting them to central Adelaide, and there is some capacity available on these major road networks to accommodate additional growth in the future.

Bus services within the region provide timetabled connections for schools, smaller towns and centres, and connections to metropolitan Adelaide. Public transport services are generally limited and infrequent due to existing population densities and service viability.

As future growth occurs over time, providing safe and efficient access from growth areas to the main transport corridors will form an important consideration for the region, together with providing modal choice and local active travel options. This includes investigating transport network improvement such as mass transit options to support Adelaide's long term northern growth areas.

The northern areas of Greater Adelaide will experience the greatest demand for health services due to the cumulative impact of growth across the Outer North, Barossa and Adelaide Plains LSRs. As these regions grow, investment will be required for additional health capacity to service anticipated future demand over time.

Additional opportunities to address the demand for enhanced service capability and capacity in the northern areas of Greater Adelaide will need to be considered over time as population increases.

The northern areas of Greater Adelaide have also been identified as requiring investment in additional educational enrolment capacity in the short to medium term and will likely require more capacity as the region grows over time.

Developments in this region are located on the edge of existing water and wastewater networks and will require large scale, new infrastructure systems to accommodate new growth and provide reliable services. Under high end climate impact and a high population growth scenario, further investment would be required to ensure there is sufficient water availability into the 2030s, together with investment in water and wastewater treatment including significant investment in trunk mains and increasing capacity of the Bolivar Wastewater Treatment Plant.

Most of the areas in Northern Plains and Barossa region are not connected to SA Water wastewater networks and therefore any future growth of a significant scale will require network augmentation or decentralised wastewater treatment solutions.

Future growth areas and development will need to consider risk profiles and overland flow paths of the Light River in particular, as well as region-wide and local flood mitigation strategies to ensure the cumulative impacts of stormwater are considered and constraints identified.

Two Inter-Urban Breaks have been identified in the Barossa and along the Light River. These open spaces build on the open countryside and natural landscape character that is protected by the CPD and will form part of the Greater Adelaide Park Lands. Further detailed planning is required to determine the extent of these breaks.

Existing electricity service infrastructure is present in proximity to Dublin, including an existing SA Power Networks substation to the west of Mallala. Additional capacity and other network upgrades would likely be required in the region in the future to support future growth over time.

Consideration will also need to be made to future transmission asset planning in the region, including provision for infrastructure reserves to accommodate ElectraNet's Mid-North Expansion project to enable higher transfers of renewable energy through a diverse transmission path to Adelaide.⁵¹

⁵¹ [2023 Transmission Annual Planning Report Update \(electranet.com.au\)](https://www.electranet.com.au)

Outer North

The Outer North LSR includes Gawler, Elizabeth, Angle Vale, Riverlea Park, Roseworthy, Concordia, and a portion of Two Wells.

The area has the greatest stock of greenfield land as well as substantial horticulture areas.

The area has significant retail and commercial centres (Elizabeth, Munno Para, Gawler); health precinct (Lyell McEwin Hospital, Elizabeth); industrial employment zones (Elizabeth, Edinburgh); defence land (Royal Australian Air Force base at Edinburgh); and is a rich agricultural region (Virginia, Roseworthy).



Key opportunities

- There is a significant opportunity to leverage of existing greenfield growth fronts within the region, including Riverlea Park, Angle Vale, Gawler East, Roseworthy, Two Wells, Munno Para and Blakeview, to support future growth in the region.
- Numerous strategic infill opportunities exist around Elizabeth and Davoren Park.
- The region is serviced by the Gawler rail line and Northern Expressway.
- The development of a new Northern Park Land between the Kudla growth area and the more established areas of Gawler Township will support the significant growth in the outer north by providing a new linear park and public recreation facilities connecting the Hills Face to the Gawler River.

Key issues

- There is limited capacity of existing infrastructure networks to support envisaged future urban growth.
- Rapid development occurring across multiple growth fronts requires improved coordination and alignment between new growth and infrastructure provision.
- Significant investment is required in basic infrastructure such as water and wastewater, and to increase the capacity of social infrastructure such as health and education as the population and demand for services increases.



Population

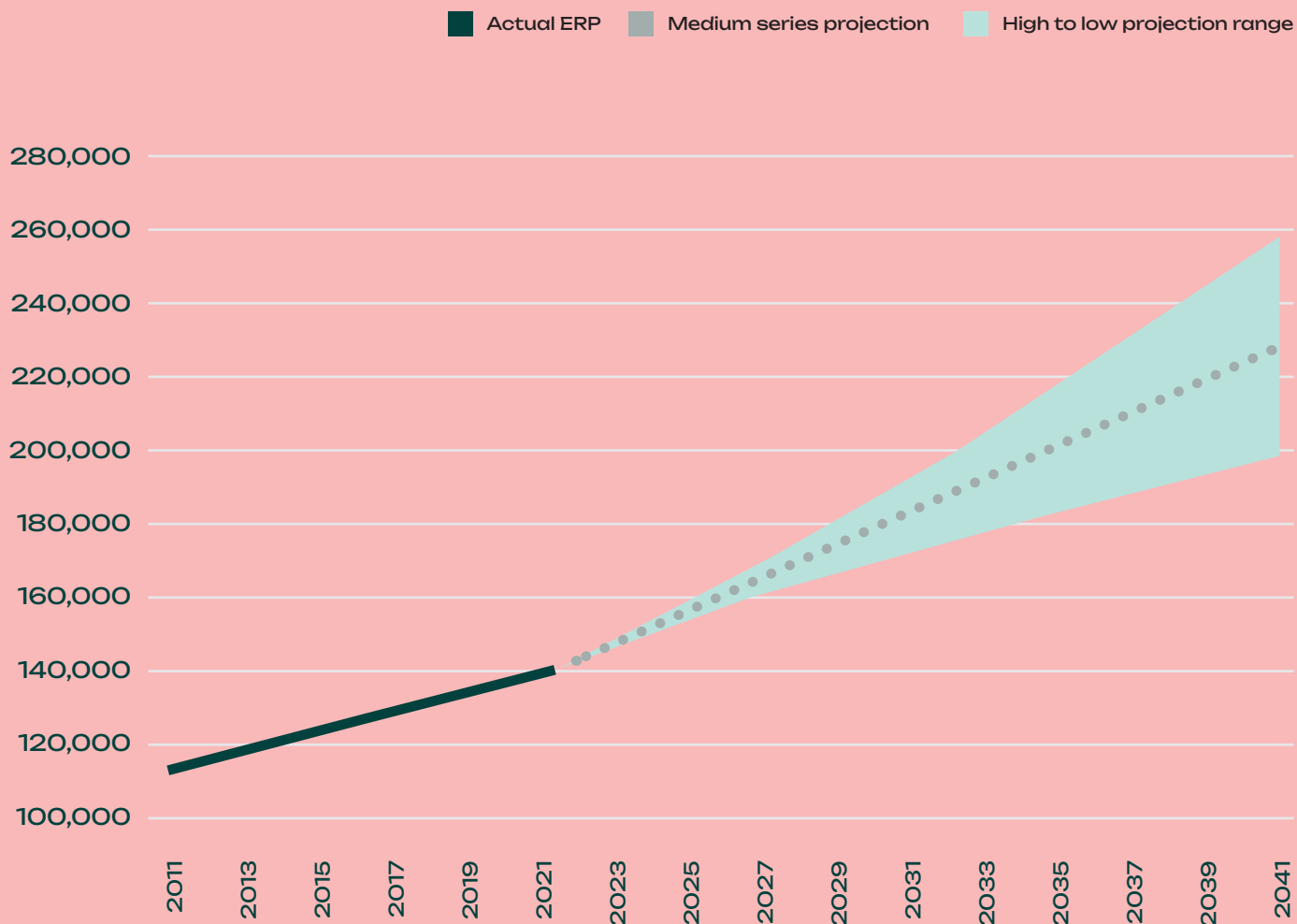
In 2021, the region had a population of approximately 140,000. It is one of the fastest growing regions, increasing by 10% over the past five years, with an additional 13,000 people.

Significant growth is projected across all age groups within the region. Established workers and those aged 65+ are projected to experience the greatest increases.

**Table 9 - Projected population,
Outer North Region, 2021-2041**

Year ending 30 June	Projection series		
	Low	Medium	High
	Total population		
2021	139,452	139,452	139,452
2041	199,197	229,115	259,333
2021-2041	59,745	89,663	119,881
	Average annual change		
2021-2041	2,987	4,483	5,994
2021-2041 (%)	2.14	3.21	4.30

Figure 27 - Projected population, Outer North Region, 2021-2041



Housing targets

To ensure the region and its respective local government areas are well placed to manage anticipated growth, housing targets have been created to assist in local area planning. These targets were formulated using region specific information tied to projected population growth, the unique constraints and opportunities for each region and household formation to ensure they reflect the likely needs of their growing populations.

Figure 28 - Land Supply Target (Outer North Land Supply Region)

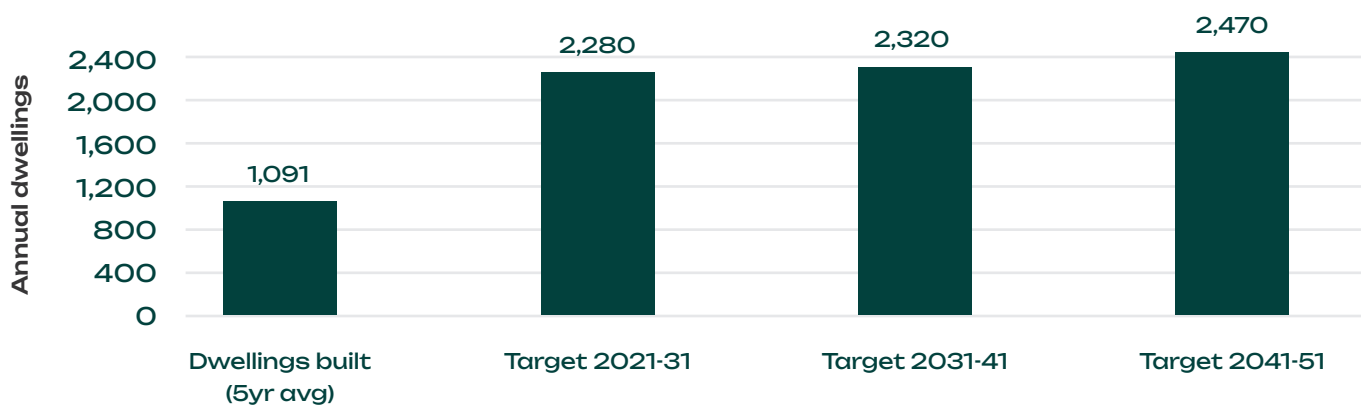
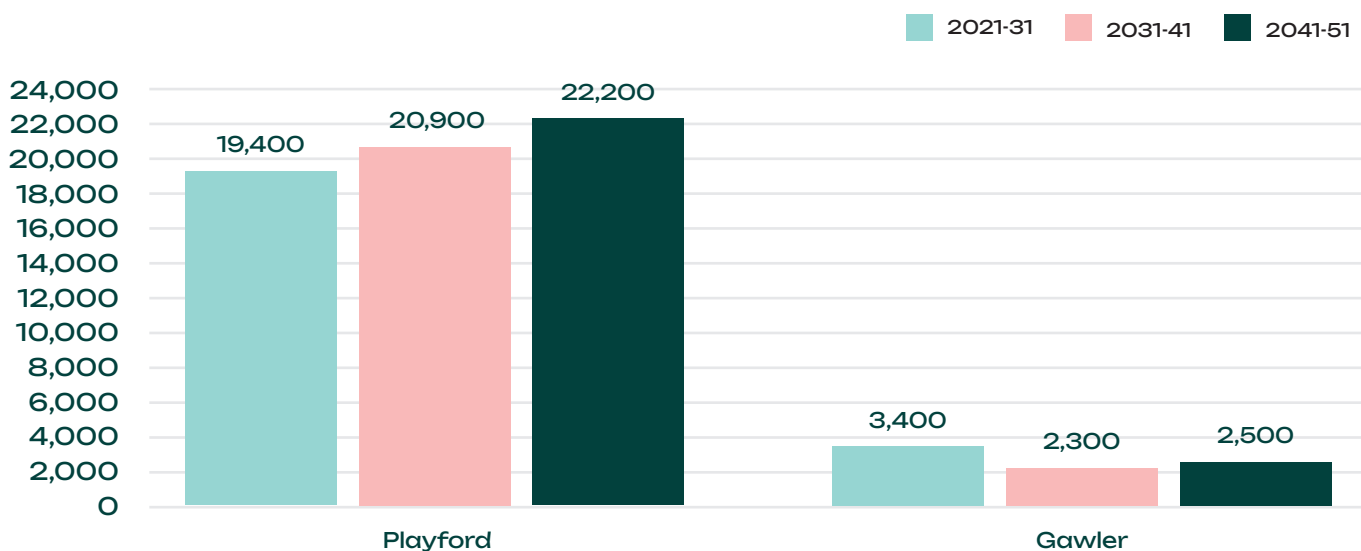


Figure 29 - Land Supply Target (Local Government Area)



Housing land supply

Proposed lots 13,325 lots	Undeveloped zoned 28,640 lots	Future growth (current) 18,925 lots	Future urban (additional) 70,500 lots	Total 131,390 lots
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Most current housing in the Outer North is characterised by detached dwellings or duplexes as a legacy of the original SAHT development of Elizabeth in the 1950-60s and then subsequent greenfield housing developments. The region averages over 900 new dwellings per year, the majority of which is delivered through greenfield development. This greenfield development is spread across multiple growth fronts all of which are experiencing infrastructure issues.

There is sufficient zoned land to accommodate projected growth in the short and medium term in key locations such as Riverlea Park, Angle Vale, Virginia, Two Wells, Gawler, Evanston South, Blakeview and Munno Para. However, there is limited development ready supply because of lack of available essential infrastructure, particularly water and wastewater. New growth fronts proposed for the region into the future will need to have greater consideration for the appropriate coordination and planning to improve alignment between development and infrastructure provision.

The Outer North contains a significant proportion of supply of additional greenfield land to support Greater Adelaide's long-term housing needs.

Precinct	Description	Estimated additional dwelling yield
Two Wells	One greenfield sub-area supports long-term housing land supply. This sub-area is located immediately northeast of established areas of Two Wells. This sub-area is the only future growth sub-area within the Outer North Region, with the remainder of Two Wells future growth sub-areas located within the adjoining Northern Plains and Barossa region.	1,200 dwellings
Riverlea Park	Two sub-areas have been identified to support long-term housing land supply, which are located south of the currently identified extent of Riverlea and west of Port Wakefield Highway. These sub-areas will be supported by a significant parcel of future employment land to the south, identified west of Port Wakefield Highway at Waterloo Corner.	6,100 dwellings

Kudla	<p>A growth area has been identified at Kudla, Evanston South and Hillier, as a northern extension to development at Munno Para and Blakeview. This is designed to maximise integration with:</p> <ul style="list-style-type: none"> • the Gawler rail corridor • significant government landholdings • the future Northern Park Lands • land suitable for local population-serving employment needs. <p>A structure plan, state-led Code Amendment and infrastructure scheme will be required due the fragmented land ownership and coordination of infrastructure required.</p> <p>The upgrade to Dalkeith Road is required to support future growth and will be considered in the preparation of an infrastructure scheme, along with potential relocation of passenger rail stations to support improved accessibility to transport infrastructure.</p> <p>A new Northern Adelaide Park Lands will be established by the government and delivered in partnership with local government. The Park Lands will provide a new linear park connecting the Hills Face to the Gawler River via Karbeethan Reserve. This will provide new formal and passive recreation facilities to support the growth of this area and adjacent growth areas such as Blakeview and Munno Para.</p>	13,400 dwellings
Roseworthy	Five sub-areas have been identified at Roseworthy which have the potential to underpin a significant, long-term land supply pipeline for housing in northern Adelaide. These sub-areas are supported by a parcel of future employment land located between the Horrocks and Thiele Highways, east of the current established urban area.	33,300 dwellings

To facilitate housing choice in the Outer North, strategic infill sites have been identified that can provide alternative housing close to centres and public transport, particularly the Gawler train line. Elizabeth City Centre and surrounds is identified as a key site for increased density and renewal. The identification of this centre also acknowledges its key role as a focus for the Outer North with the additional population growth expected.

Proposed additional supply

State significant infill areas
Total: 12,300 dwellings

Precinct	Description
Elizabeth City Centre (regional centre)	Regional centre for the Outer North that provides for the main retail, cultural and administrative precinct for the Outer North. The centre provides housing in close proximity to services and transport with housing types typically not found in the rest of the region. Further investigations are required to incorporate land to the west of the Gawler train line into any expansion of the centre.
Smithfield (urban renewal area)	The recently announced 40 ha Smithfield site is currently in the early planning stages to deliver a variety of housing choices in close proximity to the Munno Para Shopping Centre.
Smithfield Centre (urban renewal area)	Variety of housing choices surrounding the Munno Para Shopping Centre.
Smithfield Plains and surrounds (urban renewal area)	These suburbs were developed after the initial development of Elizabeth from the 1960s. Some initial renewal has already begun in the area. There is an opportunity for the area to benefit from redevelopment over time, allowing for different housing types and coordination of infrastructure.

Proposed additional supply

Local infill investigation areas
Total: 4,200 dwellings

Precinct	Description
Elizabeth Grove (regeneration areas)	Established in 1957 as part of the ongoing development of Elizabeth, the suburb is typified by primarily semi-detached dwellings. There is an opportunity for the area to benefit from redevelopment overtime, allowing for different housing types and coordination of infrastructure.

Lyell McEwen
(regeneration
areas)

Opportunity for medium density housing choices in close proximity to health services including the public hospital.

Employment land supply

Occupied 1,235 ha	Vacant 94 ha	Future (current) 1,561 ha	Future (additional) 1,253 ha	Total 4,143 ha
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The Outer North region hosts the largest reserve of identified future employment land. A significant portion of identified zoned vacant land sits within precincts at Roseworthy, Edinburgh North and Greater Edinburgh Parks. However, there are known infrastructure constraints here which is limiting the ability to bring this land to market. Greater Edinburgh Parks is the largest future industrial precinct in Greater Adelaide and is critical to support the state's manufacturing and defence capabilities. This precinct requires significant investment in infrastructure to make it available to industry.

Demand for industrial land is estimated to be more than 950 ha over the forecast period, and there is sufficient supply of industrial land in the Outer North provided infrastructure can be delivered to bring it to the market in a timely manner.

Land constraints in the Inner North and Adelaide West regions will also drive demand for employment land in the Outer North, particularly for freight and logistics. Due to the limited availability of land in these locations, it is likely that it will be displaced to the Outer North where there is available land with rail and road infrastructure. This may make the regional industrial land demand projections summarised above conservative.

In the near term, there is a need for land at Greater Edinburgh Parks to be brought to market to support strong expected growth in demand for employment land across the Outer North. Greater Edinburgh Parks is a SSIEP. The construction of AUKUS nuclear-powered submarines at the Osborne Naval Shipyard will surpass any major project in the state's history and will have significant flow on effects for demand in Greater Edinburgh Parks. It is critical that there is enough development ready land to support growth in defence related industries, manufacturing, freight and logistics with a renewed focus on sovereign manufacturing capabilities and defence.

However, most of this land is not currently serviced by essential infrastructure. Significant investment in water, wastewater and stormwater infrastructure is required to make this land development ready and support new industrial developments.

The region is anticipated to need an additional 150,000 sq m retail floor space over the next 30-years, driven by the population growth of the area. This will result in a greater intensification of existing activity centres in Elizabeth, Gawler and Munno Para and a network of new activity centres established to support equitable and convenient access to retail and services.

Key infrastructure considerations

The Outer North region is connected to employment and activity centres by road and rail networks. The population growth that has occurred in the Outer North over recent decades has brought with it a significant increase in private car trips along major transport corridors such as Main North Road and Northern Expressway. The Gawler rail line, which services the northeast spine of the region provides direct access to Adelaide's CBD. Transport planning priorities include network improvements, integrating growth areas with existing investment in the Gawler rail line, investigating opportunities to improve east-west connectivity within the region, and greater integrations of public transport, walking and cycling networks to support additional mobility options. Consideration will also be given to future mass transit options to support the region's growth areas in Roseworthy and Concordia.

The greatest anticipated demand in access to health services across Greater Adelaide is in the Outer North region. It is likely to see significant demand for health care services and social infrastructure in the future, and more detailed planning will be required to consider infrastructure requirements in both infill and greenfield contexts.

The region includes the Lyell McEwin Hospital, a public 24-hour emergency service hospital. Opportunities to further address the demand for enhanced health service capability and capacity in the northern areas of the Greater Adelaide region will need to be considered over time including significant long-term investment to support future population growth.

The northern suburbs have also been identified as requiring additional education enrolment capacity in the short to medium term, and a new public secondary school is planned in the Munno Para area to meet growing enrolment demand⁵². Current education facilities do not have capacity to service the anticipated future demand in the region due to population growth, and their location can result in longer travel times for some students. Additional education capacity will be needed in the future to support the education needs of growing communities.

Developments in the Outer North are located on the edge of existing water and wastewater networks and require large scale, new infrastructure systems to provide reliable services. Under high-end climate impact and high-growth scenario, this area will require further investment to secure a climate independent water supply and ensure there is sufficient water availability into the 2030s, together with investment in water and wastewater treatment and transport.

There is significant planned investment over the coming years in water and wastewater infrastructure in the Outer North. This investment will unlock housing growth in suburbs in the Outer North region including Angle Vale, Roseworthy, Virginia, Riverlea Park, Gawler East and Blakeview. This includes:

- Increasing the capacity of Bolivar Wastewater Treatment Plant.
- Expanding the capacity of sewer systems including the Salisbury trunk main that forms the major backbone for the north.
- Providing water supply tanks at Craigmore, Elizabeth East and Sandy Creek.
- Enabling booster pump stations including at Gawler East.
- Delivering a number of water trunk mains duplications including a number requiring deep excavation.

⁵² 20 Year Infrastructure Plan for South Australian Public Education and Care

- Supporting wastewater pump station upgrades and pumping main extensions for Angle Vale.
- Developing new water supply pipeline through the north with the capacity to unlock around 50,000 residential allotments in the north by the 2050s.

The impacts of greenfield development and infill growth over time have a cumulative impact on water and wastewater infrastructure and new planning for new growth areas should consider integrated management approaches, servicing pathways that deliver multiple benefits and the exploration of centralised and decentralised options.

Certain catchment areas within the Outer North region including Two Wells and Lewiston have been identified as a priority for stormwater management planning, particularly relating to flooding and drainage.

Future growth areas and development will need to consider the flood prone nature of the Gawler River as well as region-wide and local flood mitigation strategies to ensure the cumulative impacts of stormwater are considered.

As one of the fastest growing regions, with a significant increase in greenfield housing development, the provision of quality open space that delivers a range of social, cultural, environmental and economic benefits, needs to be a key consideration when master-planning all new developments.

The development of the Northern Park Lands through a partnership between state and local government will support the growth of the outer north by providing new a new public linear park that will connect key growth areas with recreation facilities, the Gawler rail corridor, the Hills Face and Gawler River.

This will provide an interurban break between the Kudla growth area and more established areas of the Gawler township and will connect landscape features, provide new recreation facilities, and support biodiversity.

The electricity network within the southern portions of the outer north region comprises moderate existing capacity to accommodate small scale infill growth over time, supported by ongoing upgrades to the network. Other growth areas around Riverlea, Roseworthy, Two Wells and Kudla will likely require additional upgrades to the network including additional substation capacity and transmission infrastructure.

Consideration will also need to be made to future transmission asset planning in the region, including provision for infrastructure reserves to accommodate ElectraNet's Mid-North Expansion project to enable higher transfers of renewable energy through a diverse transmission path to Adelaide.⁵³

⁵³ [2023 Transmission Annual Planning Report Update \(electranet.com.au\)](https://www.electranet.com.au)

Inner North

The Inner North LSR includes Salisbury, Tea Tree Gully and the eastern part of Port Adelaide Enfield councils. Parafield Airport is central to this region, which contains numerous employment areas. Mawson Lakes, Salisbury and Modbury centres service the community. This is the largest region within Greater Adelaide.

The area is well serviced by transport infrastructure such as electrified rail servicing the western areas including Mawson Lakes and an extensive bus-rapid transit system connecting to the Adelaide CBD via the O-Bahn. It also includes major road infrastructure such as the North South Motorway that connects key employment lands and residential areas.



Key opportunities

- The Port Wakefield growth corridor represents significant opportunities for economic development for the region and local job opportunities.
- A combination of ageing housing stock and good access to transport and services provide opportunities to increase the supply of well-located homes, particularly around key centres such as Modbury and Salisbury.
- Dry Creek has the capacity to deliver over 10,000 new homes in the medium to longer term.

Key issues

- An ageing population will result in demand for health care and social infrastructure, and housing to support ageing within the community.
- There will also be increases in the working age population and families, which will increase demand for well-located housing and other services such as education.
- The demand for new housing, close to transport and services will require consideration of local infrastructure capacity and the planning and design of local neighbourhoods.



Population

By 2041 the Inner North region will be home to more than 387,700 people representing growth of over 20%. Like most of the other LSRs across Greater Adelaide, the Inner North region will experience significant growth in its older population, with the number of people aged 80+ likely to increase by over 90%. This means that there is a need to find sufficient accommodation for varying preferences and maintaining access to health services and facilities.

Table 10 - Projected population, Inner North Region, 2021-2041

Year ending 30 June	Projection series		
	Low	Medium	High
	Total population		
2021	321,850	321,850	321,850
2041	356,608	371,980	387,706
2021-2041	34,758	50,130	65,856
	Average annual change		
2021-2041	1,738	2,507	3,293
2021-2041 (%)	0.54	0.78	1.02

Housing targets

To ensure the region and its respective local government areas are well placed to manage anticipated growth, housing targets have been created to assist in local area planning. These targets were formulated using region specific information tied to projected population growth, the unique constraints and opportunities for each region and household formation to ensure they reflect the likely needs of their growing populations.

Figure 30 - Housing Target (Inner North Land Supply Region)

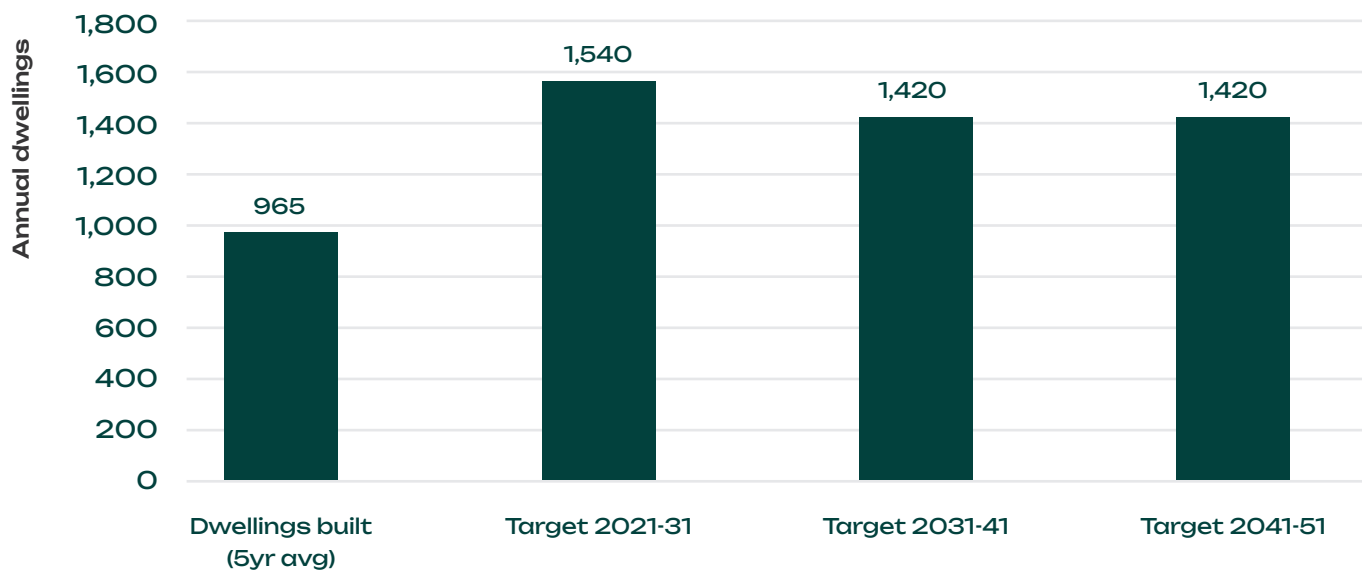
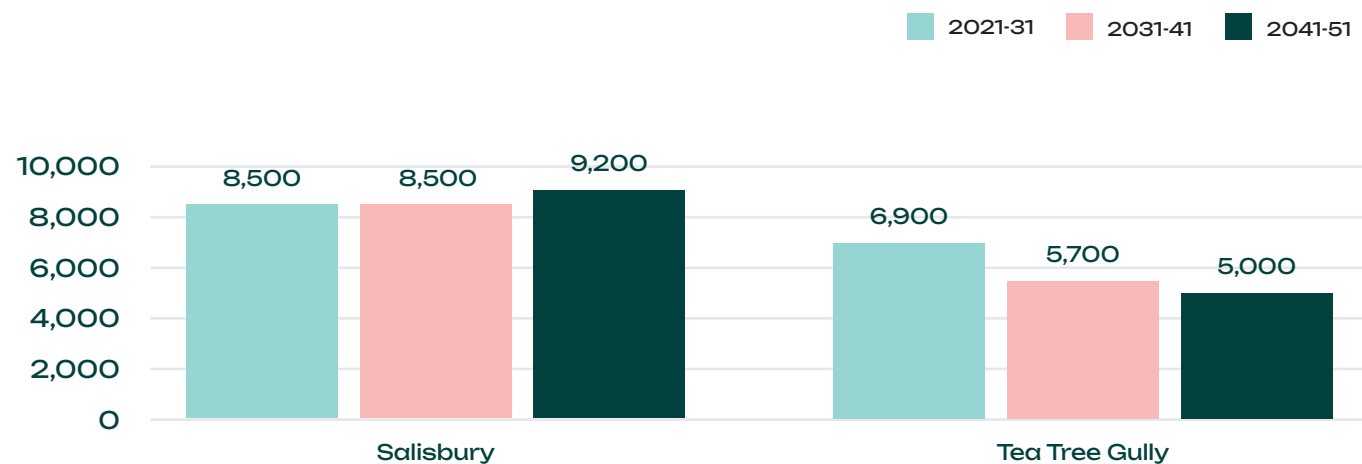


Figure 31 - Housing Target (Local Government Area)



Housing land supply

Proposed lots 680 lots	Undeveloped zoned 29,165 lots	Future growth (current) 10,600 lots	Total 40,445 lots
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Land supply monitoring indicates that the Inner North region has a relatively even split between strategic infill and general infill development when it comes to the delivery of additional housing over the last five years. On average around 1,400 dwellings are built (excluding demolitions) year on year.

Proposed additional supply

State significant infill areas
Total: 16,500 dwellings

Precinct	Description
Dry Creek (urban renewal area)	Master planned community located on land at Dry Creek, close to transport connections and defence precincts.
Modbury (regional centre)	Higher density development for the region. Location of services, employment and entertainment. Surrounded by lower density Missing Middle type housing choices.
Paradise (portion) (urban renewal area)	Higher density development surrounding the O-Bahn Paradise Interchange.

Proposed additional supply

Local infill investigation areas
Total: 13,800 dwellings

Precinct	Description
Gilles Plains (brownfield)	Potential housing land along Sudholz Road linking with the nearby Gilles Plains Shopping Centre.
Gilles Plains Centre (activity centre)	Providing greater housing opportunities close to the Gilles Plains Shopping Centre.
Gilles Plains Regeneration (regeneration areas)	Renewal of older housing stock near employment and services.
Sailsbury Centre (activity centre)	Higher density development for the region and a location of services, employment and entertainment. Surrounded by lower density Missing Middle type housing choices.
Sailsbury (regeneration areas)	Regenerated Neighbourhood allowing for a variety of dwelling options and densities close to local employment and services.
Sailsbury Downs Centre (activity centre)	Higher density housing opportunities close to the Hollywood Plaza Shopping Centre.
Sailsbury Downs (regeneration areas)	Regenerated Neighbourhood allowing for a variety of dwelling options and densities close to local employment and services.
Ingle Farm Centre (activity centre)	Development in close proximity to the Ingle Farm Shopping Centre at higher densities.

Precinct	Description
Ingle Farm (regeneration areas)	Regenerated Neighbourhood nearby allowing for a variety of dwelling options and densities, using transport between Modbury and Mawson Lakes.
Kilburn / Blair Athol / Enfield (regeneration Area)	Development within the suburbs of Kilburn, Blair, Athol and portions of Enfield where housing stock is coming to the end of its economic life.
Golden Grove Centre (activity centre)	Providing higher density housing choices around the Golden Grove Shopping Centre.
Golden Grove (regeneration areas)	Providing alternative forms of housing choice in close distance to employment and services.
Modbury Heights & Para Hills (regeneration area)	Redevelopment occurring of housing stock at higher densities providing Missing Middle housing choice.
Para Hills West (regeneration areas)	Redevelopment occurring of housing stock at higher densities providing Missing Middle housing choice.
Valley View (regeneration areas)	Redevelopment at higher densities closer to services and transport links.
Parafield (transit focused)	Redevelopment of these suburbs, higher density surrounding train stations with lower density Missing Middle type housing choices elsewhere.
Greenfields Station (transit focused)	Redevelopment of these suburbs, higher density surrounding train stations with lower density Missing Middle type housing choices elsewhere.
Greenacres Centre	Providing higher density housing choices around the Greenacres Shopping Centre.
Klemzig Station (transit focused)	Redevelopment at medium densities surrounding the Klemzig O-Bahn interchange.

Employment land supply

Occupied 3,810 ha	Vacant 439 ha	Future (current) 196 ha	Future (additional) 0 ha	Total 4,445 ha
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The region currently has a healthy supply of vacant employment land spread across its numerous precincts. This supply however ranges in size and serviceability and therefore may not all be market ready. In addition, there is a portion of land along the Port Wakefield Road corridor that has previously been identified for future employment growth.

Demand for an additional 1,750 ha of industrial employment land is anticipated within the Inner North over the forecast period. With only 439 ha of vacant zoned land currently identified it is estimated that existing supply will be exhausted within the next decade.

Most of this land is in Edinburgh Parks and Burton / Direk, each of which has good access to road and rail corridors making them highly desirable locations.

With a large share of industrial land demand linked to the growth of the freight and logistics sector, a share of this demand could be redistributed to employment lands in the Outer North, especially if Greater Edinburgh Parks is accelerated. With defence-related jobs becoming a major driver of growth at Edinburgh Parks. Ongoing take-up of land at Burton / Direk will be contingent on the delivery of infrastructure.

Noting this gap in provision of short term, supply will be sourced from additional precincts identified within the Parafield Airport Land Use Plan along with adopting the north-western corridor. These two precincts combined alone would bring more than 400 ha of additional zoned employment land to the market.

An additional 39,000 sq m of retail floor space is anticipated to be demanded across the Inner North over the forecast period. Over 80% of this is expected to be linked to growth in demand for food and groceries and food hospitality.

Much of this projected demand could be accommodated within the existing centre network, with Modbury and the regions district centres all having capacity to grow through intensification.

Key infrastructure considerations

The Inner North region includes centres such as Mawson Lakes, Salisbury and Modbury. The Gawler rail line and O-Bahn busway are major public transport corridors that provide public transport accessibility to Adelaide's CBD and other destinations along these corridors. The road network within the Inner North supports movement of trips along major road transport corridors, including the Northern Connector, Salisbury Highway, Main North Road and North East Road.

Northern Adelaide plays an important role in the state's supply chain, supporting both interstate and intrastate transport connections. Major logistics hubs are located within the area, as well as major national defence and employment precincts at Mawson Lakes and Edinburgh.⁵⁴ Planning for transport networks that support Living Locally principles should be a focus in strategic infill locations, to connect growth areas with integrated public and active transport options, reduce car dependency and support more physically active travel.

The Inner North region is served by Modbury Hospital which provides inpatient, outpatient and emergency services. The greatest anticipated demand in access to health services is in the northern areas of Greater Adelaide. As these regions grow, additional health capacity will be required to service future demand over time.

Several schools are zoned in the Inner North region, while Mawson Lakes Primary School has a capacity management plan. Significant new growth in this area, such as the development of Dry Creek should consider the need for additional public education facilities.

The impacts of development and infill growth over time have a cumulative impact on water and wastewater infrastructure, and the impacts of future growth will need to be considered against detailed demand and hydraulic modelling studies, taking into consideration future upgrades, resilience and master planning works to the network.

Catchment areas within the Inner North region such as Dry Creek have been identified as a priority for stormwater management planning, particularly in relation to flooding, drainage and climate change adaptation.

Opportunities to increase the open space network by identifying and developing underutilised areas and master planning new developments, will help meet the future demand for quality open space. The region has several key greenways such as the River Torrens Linear Park and Dry Creek that provide a range of regional recreational and environmental opportunities including improved active transport connections through the region.

The electricity network within the Inner North region generally comprises areas with moderate existing capacity to accommodate infill growth over time, supported by ongoing upgrades to the network.

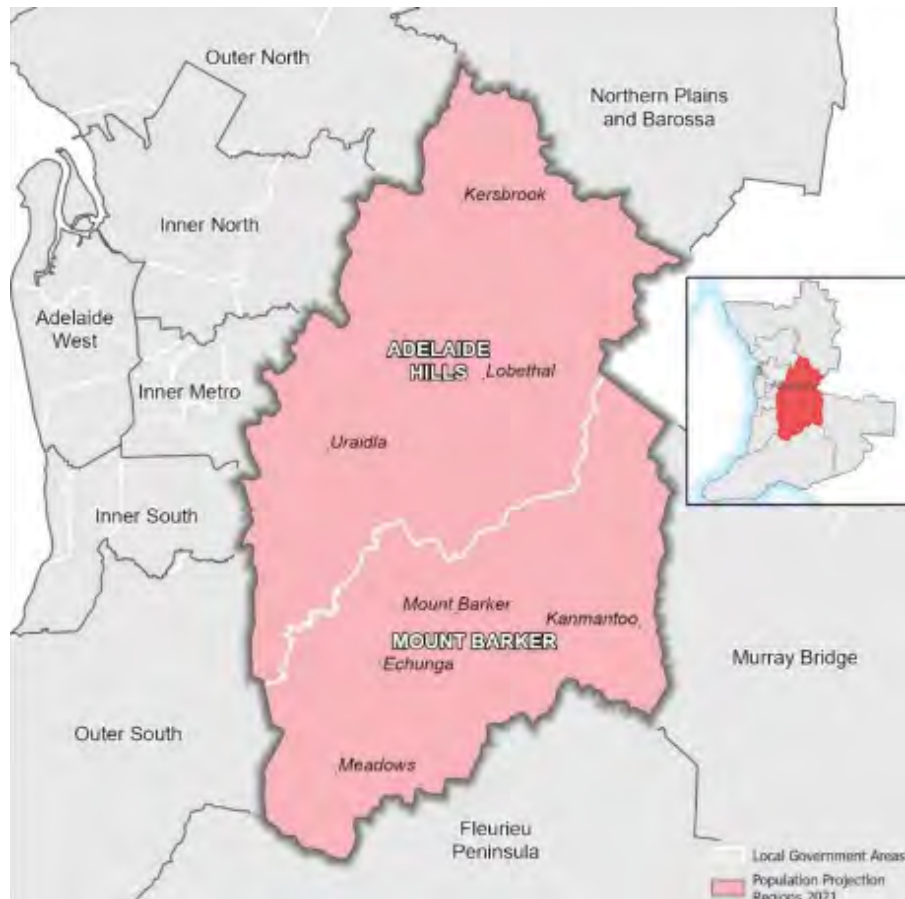
⁵⁴ [Northern Adelaide Transport Study \(dit.sa.gov.au\)](http://dit.sa.gov.au)

Adelaide Hills

The Adelaide Hills LSR includes the Adelaide Hills and Mount Barker District councils. Mount Barker is the largest urban area within the region and the Adelaide Hills contain many towns and villages, some that were established in the very early stages of European settlement. They support key industry and employment opportunities in the region in terms of agriculture, viticulture and tourism.

Over the past 15 years, acceleration of population growth has been centred around Mount Barker and this is expected to continue until current zoned urban land at Mount Barker is exhausted.

The area has several routes connecting the Metropolitan Area and north-south movement to the Barossa and Fleurieu Peninsula. It also contains the South Eastern Freeway which serves as a main transport conduit from Mount Barker, other towns and to Murray Bridge.



Key opportunities

- Mount Barker continues to provide a supply of homes within current zoned supply, contributing to new regional infrastructure, population, workforce and the provision of local jobs.
- The ongoing development of tourism opportunities in appropriate locations support additional economic opportunities.
- Ongoing protection of the environmental assets and landscape character make the Adelaide Hills a unique place in South Australia.

Key issues

- An ageing population will result in demand for health care and social infrastructure, and housing to support ageing within community.
- Rural living will need to be managed appropriately to ensure that land use is prioritised towards the environment and primary production which benefit from high rainfall locations. Areas of rural, environmental, food production and landscape significance area protected by the EFPAs.
- Other land uses within the Mount Lofty Ranges watershed areas will need to demonstrate that water quality can be maintained or improved, in line with the Mount Lofty Ranges watershed water quality risk hierarchy.



Population

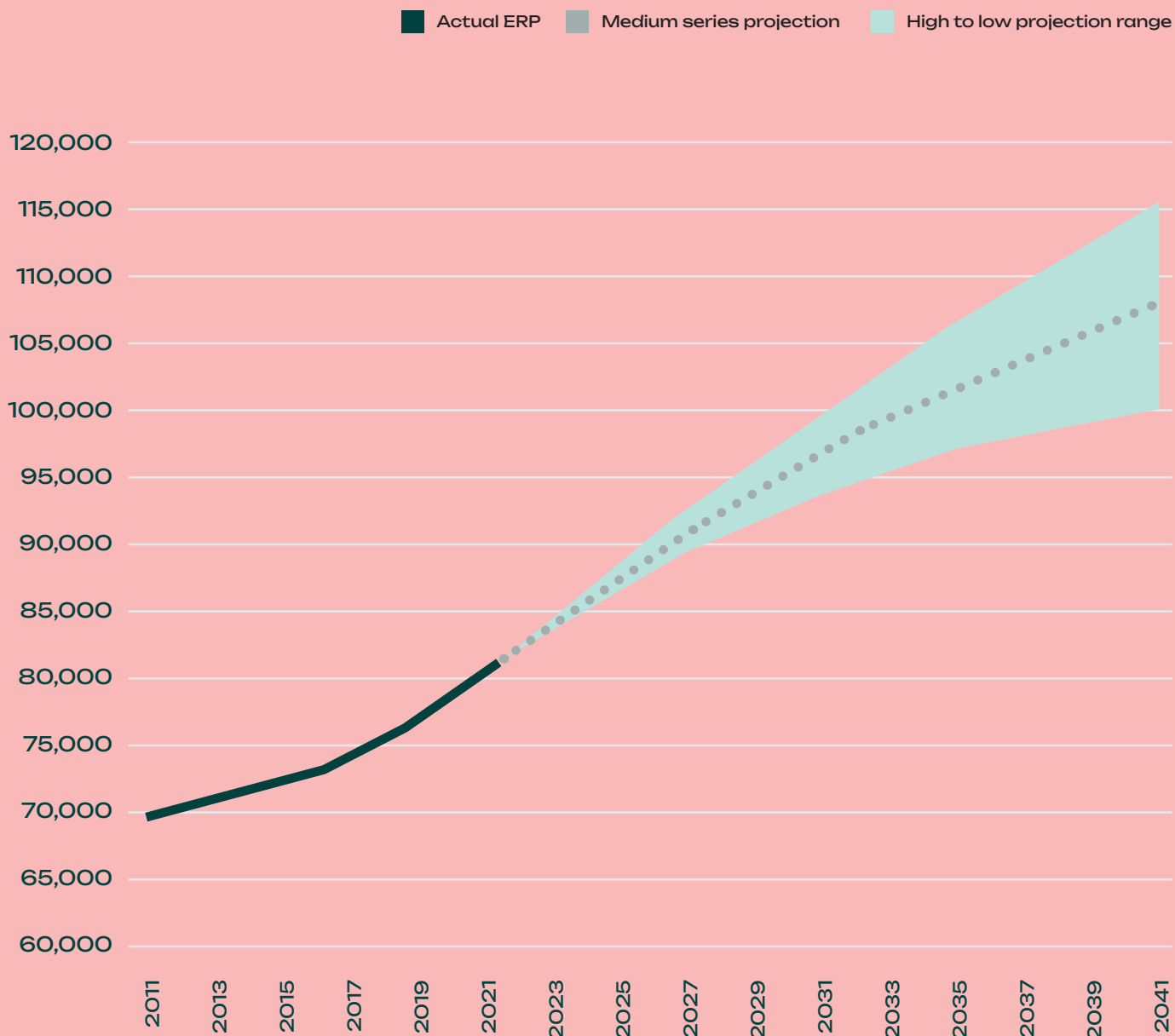
By 2041 the Adelaide Hills region is anticipated to accommodate more than 116,300 people. This is primarily driven by greenfield growth in and around Mount Barker, which will start to be exhausted towards the end of the forecast period.

Like many of the other regions the 80+ age cohort is anticipated to triple by 2041, placing extra emphasis on ensuring adequate access to health and aged care facilities and services, along with ensuring housing diversity to support lifestyle needs and changes.

**Table 11 - Projected population,
Adelaide Hills Region, 2021-2041**

Year ending 30 June	Projection series		
	Low	Medium	High
	Total population		
2021	80,501	80,501	80,501
2041	100,520	108,291	116,346
2021-2041	20,019	27,790	35,845
	Average annual change		
2021-2041	1,001	1,389	1,792
2021-2041 (%)	1.24	1.73	2.23

Figure 32 - Projected population, Adelaide Hills Region, 2021-2041



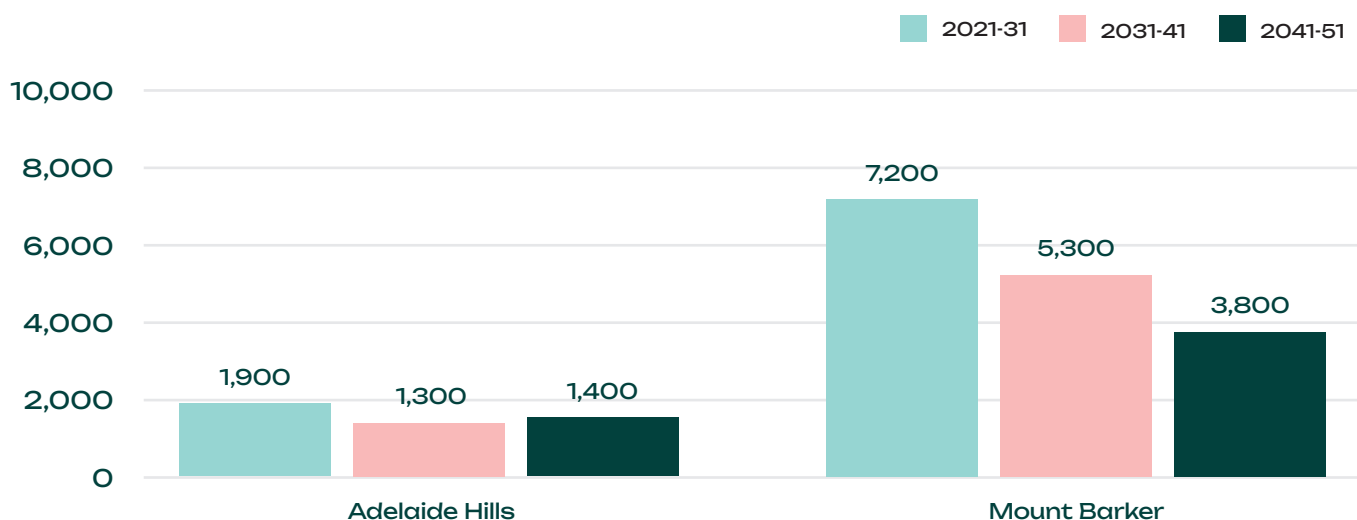
Housing targets

To ensure the region and its respective local government areas are well placed to manage anticipated growth, housing targets have been created to assist in local area planning. These targets were formulated using region specific information tied to projected population growth, the unique constraints and opportunities for each region and household formation to ensure they reflect the likely needs of their growing populations.

**Figure 33 - Housing Target
(Adelaide Hills Land Supply Region)**



Figure 34 - Housing Target (Local Government Area)



Housing land supply

Proposed lots 3,990 lots	Undeveloped zoned 6,370 lots	Future growth (current) 340 lots	Future urban (additional) 0 lots	Total 10,700 lots
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Growth is predominantly in the form of greenfield and township development, with minor levels of infill development. The main source of dwelling supply in this region are the multiple growth fronts in and around the township of Mount Barker. This has experienced significant growth since rezoning, averaging well over 350 dwelling completions year on year since 2017.

For this reason, no additional growth areas have been identified for the region to ensure existing growth fronts can be fully developed and serviced and infrastructure provision is effectively coordinated. The remaining growth opportunities will come from small scale infill development or minor expansion of existing townships.

Employment lands

Occupied 329 ha	Vacant 36 ha	Future (current) 0 ha	Future (additional) 0 ha	Total 365 ha
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Most zoned vacant land within the Adelaide Hills region is located within the recently zoned extension to Totness, located on the northern side of the South Eastern Freeway.

Projected population growth within the Adelaide Hills is expected to translate to significant growth in demand for employment land. With only 36 ha of vacant supply currently and estimated demand for an estimated 116 ha, there appears to be a need for the establishment of a new employment land within the Adelaide Hills region. Rural land will also play a role supporting industry associated with primary production in the region.

In the event new demand is unable to be accommodated at Mount Barker, there is potential for some employment and demand for industrial land to be diverted to Murray Bridge.

Around 41,000 sq m of retail floor space is anticipated to be needed across the Adelaide Hills region because of increasing population. A large share of this would be delivered in the Mount Barker Regional Centre or dispersed through new activity centres within greenfield growth areas.

Key infrastructure considerations

Since 2010, growth in the Adelaide Hills region has predominantly been focused around Mount Barker, which has accelerated since 2017. The South Eastern Freeway provides the main transport spine for this part of the region, and is a key transport corridor to Murray Bridge, the state's south-east and Melbourne. North East Road serves as the main connection from the metropolitan area to key towns like Gumeracha and Birdwood. The Onkaparinga Valley Road serves as a main backbone through the district. Future transport planning should consider long-term infrastructure improvements that will meet expected future travel demands

associated with growth within Mount Barker. This includes improvements to reduce congestion that include funded upgrades to two interchanges with the South Eastern Freeway at Mount Barker and Verdun. The Greater Adelaide Freight Bypass will direct heavy vehicle traffic from South Eastern Freeway between Murray Bridge and Adelaide.

Several social infrastructure services and facilities exist across the Adelaide Hills region. Social infrastructure requires investment in Mount Barker to support its ongoing growth. The capacity of Mount Barker Hospital is planned to be increased⁵⁵ and education facilities in Mount Barker are currently zoned, and a new co-located preschool and primary school is planned for the area.⁵⁶

Adelaide Hills is served by localised wastewater treatment for towns, including SA Water wastewater treatment plants (such as Heathfield), and community wastewater management systems (Adelaide Hills Council). The wastewater service in Mount Barker is owned and operated by the Mount Barker District Council. There are also locations in towns with on-site wastewater disposal.

Many Eastern Mount Lofty Ranges and River Murray towns are solely supplied by water from the River Murray, notably this includes Mount Barker which is projected to continue to have significant urban growth. To support growth and increase the resilience of towns outside of metropolitan Adelaide that may only have access to a single water source there is a need to identify opportunities to increase diversity of supply options.

The impacts of development and infill growth over time have a cumulative impact on water and wastewater infrastructure, and the impacts of future growth will need to be considered against detailed demand and hydraulic modelling studies, taking into consideration future planned upgrades, resilience and master planning works to the network.

Future growth areas and development will need to consider region-wide and local flood mitigation strategies and water quality measures to ensure the cumulative impacts of stormwater are considered and constraints identified.

As this region experiences significant population growth, particularly in and around Mount Barker, it is important that adequate open space is provided that complements the region's natural setting and meets the needs of a diverse population.

The electricity network within the Adelaide Hills region generally comprises areas with moderate capacity to accommodate small scale infill growth over time, supported by ongoing upgrades to the network. Additional substation capacity within the Mount Barker area may be required in the future as currently zoned areas continue to be developed.

⁵⁵ [New Mount Barker Hospital Development | SA Health](#)

⁵⁶ [Education | State Budget 2024-25](#)

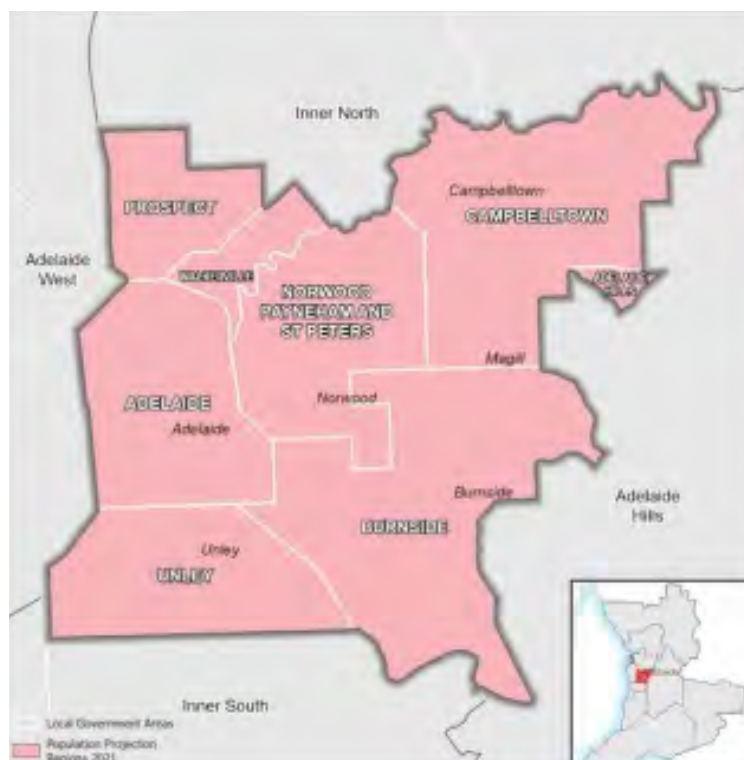
Inner Metro (excluding CBD)

The Inner Metro LSR includes Unley, Burnside, Payneham Norwood & St Peters, Walkerville, Prospect and Campbelltown councils. The area is well serviced with many precincts throughout the region including King William Road, The Parade and Prospect Road. The region is well serviced by infrastructure and has high amenity.

Inner Metro has seen a level of infill development over the past 15 years, primarily driven in corridors and on emerging brownfield sites such as land that once accommodated the Magill Youth

Training Centre. Some infill has occurred in Campbelltown City Council, generally in the form of townhouses.

There are varying opportunities for infill development within the region with small scale infill development likely to occur as landowners replace older housing stock with newer, fit for purpose, housing. With its well serviced public transport infrastructure (such as the O-Bahn), and proximity to the Adelaide CBD, the region is well suited to strategic infill opportunities which can provide higher densities in appropriate locations.



Key opportunities

- Locations at Ashford, Glenside and Kent Town, with good access to transport, services and social infrastructure provide opportunities to increase housing supply through strategic infill development.
- The region provides a range of new employment opportunities including new knowledge intensive activities and intensification of sites through redevelopment and strategic infill development.
- The ability to provide missing-middle type housing stock around key locations such as shopping centres, and social services particularly for the aged.

Key issues

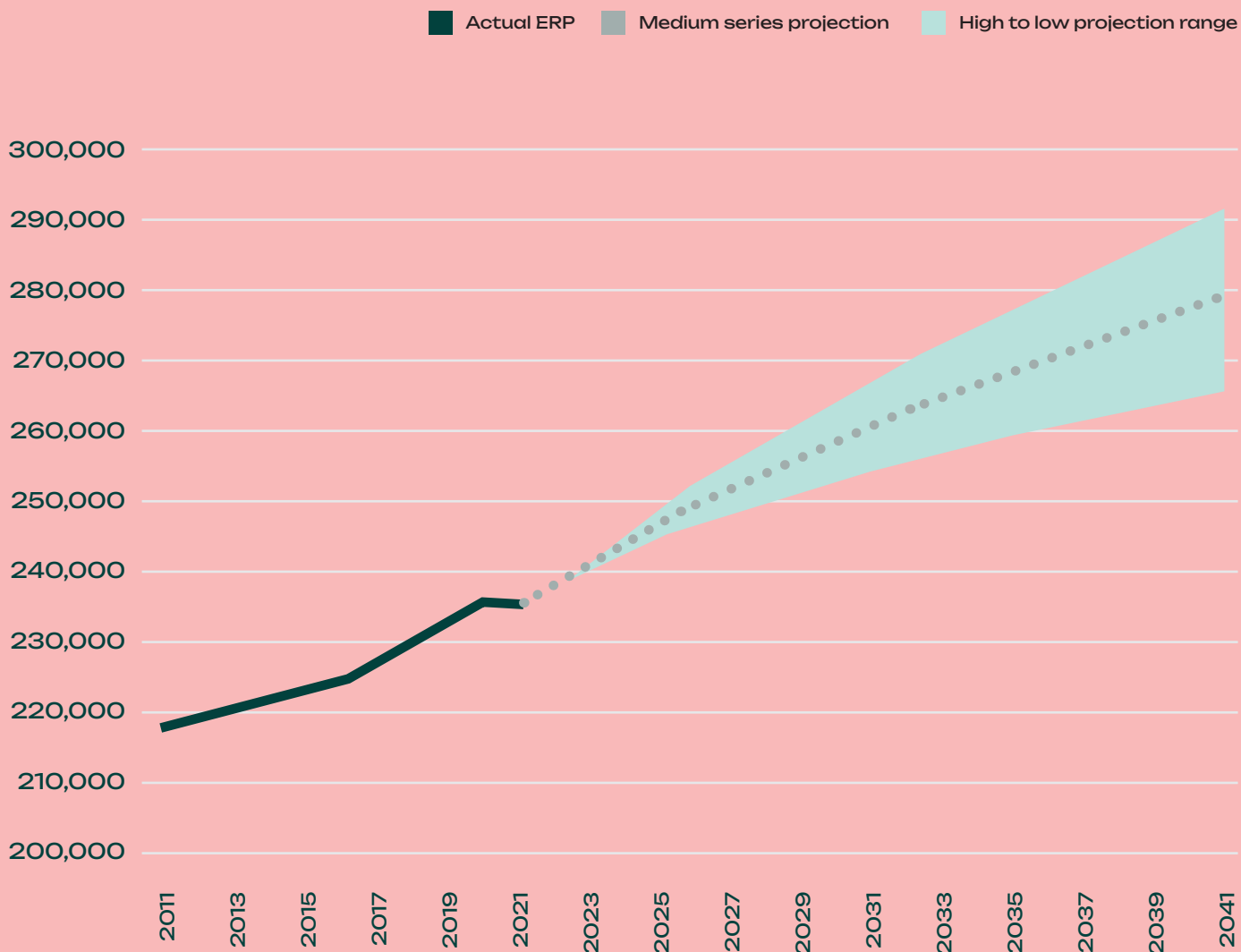
- An ageing population will result in demand for health care and social infrastructure, and housing to support ageing within community.
- There will also be increases in working age population and families, which will increase demand for well-located housing and other services such as education.
- The demand for new housing, close to transport and services will require local government to undertake further planning to consider local infrastructure capacity and the design of local neighbourhoods.
- New governance and funding arrangements for the Adelaide Parklands should be investigated to support access to high quality open space along the parklands fringe.



Population

By 2041, the Inner Metro region (excluding the Adelaide CBD) is projected to accommodate over 272,100 people, representing an average growth rate of just over 0.68% year on year. Much of this growth will be in the ageing demographic, with persons over the age of 80+ representing a significant portion of the population. This will drive demand for accessibility to health care facilities and services, along with ensuring a sufficient supply of various accommodation options such as aged care, retirement villages and ageing in place are made available.

Figure 35 - Projected population, Inner Metro (excluding CBD), 2021-2041



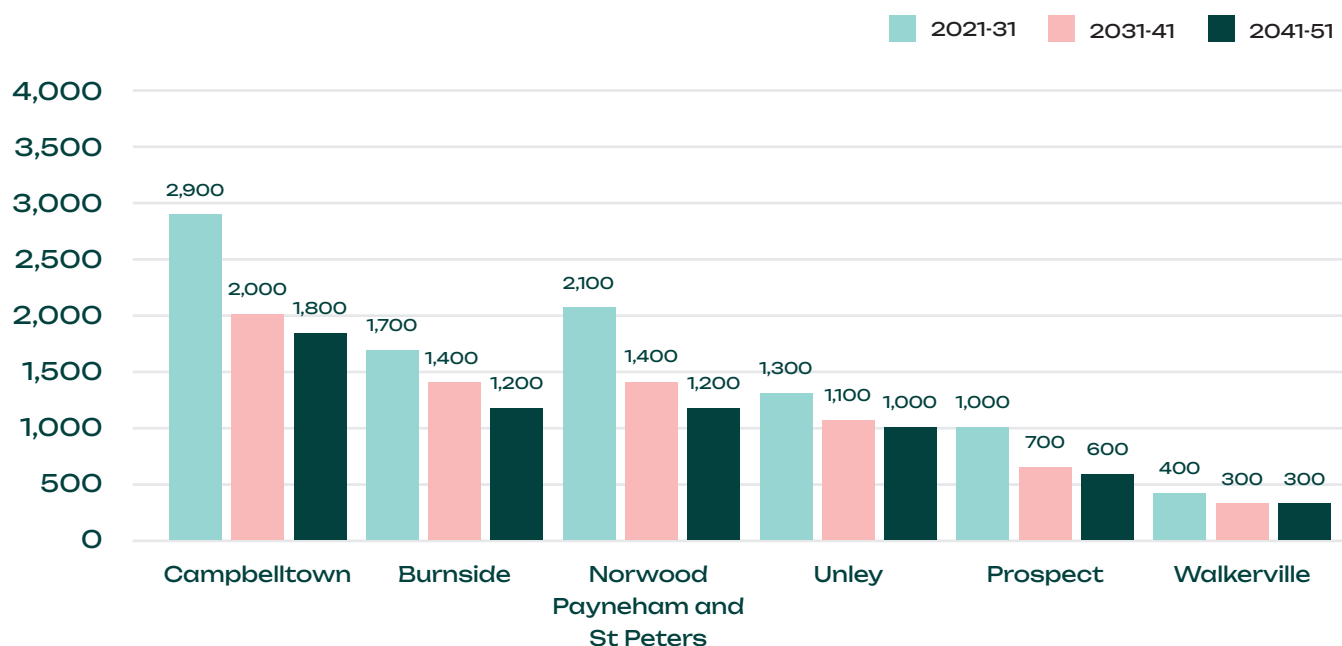
Housing targets

To ensure the region and its respective local government areas are well placed to manage anticipated growth, housing targets have been created to assist in local area strategic planning. These targets were formulated using region specific information tied to projected population growth, the unique constraints and opportunities for each region and household formation to ensure they reflect the likely needs of their growing populations.

Figure 36 - Housing Target (Land Supply Region)



Figure 37 - Housing Target (Local Government Area)



Housing land supply

Proposed lots 2,445 lots	Undeveloped zoned 24,415 lots	Future growth (current) 0 lots	Total 26,860 lots
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To support projected population growth, it is critical that a sufficient pipeline of appropriately zoned, and serviced land be maintained.

Currently, housing supply predominantly stems from a combination of both small-scale and strategic infill development. Strategic infill sites include those at Glenside and Norwood along with key urban corridors such as Churchill and Prospect Road.

Several new strategic infill development opportunities have been identified within the Inner Metro region to support projected growth.

Proposed additional supply

State significant infill areas
Total: 28,600 dwellings

Precinct	Description
Keswick (portion) (urban renewal area)	Strategic employment and housing opportunities on the edge of the CBD, providing for higher density housing choice.
Kent Town and Stepney (urban renewal area)	Strategic employment and housing opportunity on the edge of the CBD, providing for higher density housing choice and new knowledge-based industries.
Magill Campus and Magill Road (urban renewal area)	Strategic employment and housing opportunity on the within the Magill Campus, providing for higher density housing choice.
Paradise Precinct (portion) (urban renewal area)	Higher-density surrounding the Paradise O-Bahn station. Providing apartment living but also Missing Middle type housing within close proximity to the station.
Goodwood Road (corridor)	Corridor development along Goodwood Road providing for a variety of housing choices within walking distance of services and high-frequency public transport.
King William Road (corridor)	Corridor development along King William Road providing for a variety of housing choices within walking distance of services and high-frequency public transport.
Unley Road (corridor)	Corridor development along Unley Road providing for a variety of housing choices within walking distance of services and high-frequency public transport.
Greenhill Road (corridor)	Corridor development along Greenhill Road providing for a variety of housing choices within walking distance of services and high-frequency public transport.

Fullarton Road (corridor)	Corridor development along Fullarton Road providing for a variety of housing choices within walking distance of services and high-frequency public transport, with regenerated neighbourhood surrounding the community centre to provide Missing Middle housing.
Kensington Road (corridor)	Corridor development along Kensington Road providing for a variety of housing choices within walking distance of services and high-frequency public transport.
The Parade (corridor)	Corridor development along The Parade providing for a variety of housing choices within walking distance of services and high-frequency public transport.
Magill Road (corridor)	Corridor development along Magill Road providing for a variety of housing choices within walking distance of services and high-frequency public transport.
Glynburn Road (corridor)	Corridor development along Glynburn Road providing for a variety of housing choices within walking distance of services and high-frequency public transport.
Payneham Road (corridor)	Corridor development along Payneham Road providing for a variety of housing choices within walking distance of services and high-frequency public transport.
Lower North East (corridor)	Corridor development along Lower North East Road providing for a variety of housing choices within walking distance of services and high-frequency public transport.
North East Road (corridor)	Corridor development along North East Road providing for a variety of housing choices within walk of services and high-frequency public transport.
Main North Road (corridor)	Corridor development along Main North Road providing for a variety of housing choices within walking distance of services and high-frequency public transport.
Prospect Road (corridor)	Corridor development along Prospect Road providing for a variety of housing choices within walking distance of services and high-frequency public transport.
Churchill Road (corridor)	Corridor development along Churchill Road providing for a variety of housing choices within walking distance of services and high-frequency public transport.

Proposed additional supply

Local infill investigation areas
Total: 5,800 dwellings

Precinct	Description
Newton Centre (activity centre)	Strategic housing opportunity surrounding Newton Shopping Centre, providing for higher density housing choice.
Campbelltown Village Hub (main street)	Strategic housing opportunities along Montacute Road close to local services.
Magill (regeneration area)	Surrounding the Magill Strategic Site, regeneration neighbourhoods which support more lower density Missing Middle type housing.
Magill / Kensington Gardens (regeneration)	Surrounding the Magill State-led strategic precinct, regeneration neighbourhoods which support more lower density Missing Middle type housing.
Firle (activity centre)	Strategic housing opportunity surrounding the Firle Shopping Centre.
Firle & Payneham (regeneration areas)	Regenerated neighbourhood providing for higher density housing choice, interspersed with regeneration neighbourhood which support more lower density Missing Middle type housing.
Sefton Park (activity centre)	Strategic housing opportunity surrounding Sefton Park Shopping Centre, providing for higher density housing choice.
Marden (regeneration)	Greater housing choice near the Marden Shopping centre.

Glenside and
Burnside Centre
(activity centre)

Employment and housing opportunity on the edge of the CBD, providing for higher density housing choice, interspersed with regeneration neighbourhoods which support more lower density Missing Middle housing.

Parkside
(regeneration
areas)

Opportunities for medium-density alternative housing choices.

Local area planning should identify additional opportunities to support growth and the ageing demographic and how to best manage this with existing constraints around heritage protection, tree canopy cover and retaining local character and amenity.

Employment land supply

Occupied 213 ha	Vacant 7 ha	Future (current) 0 ha	Future (additional) 0 ha	Total 220 ha
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There has been increasing pressure on the Inner Metro regions employment land over recent years given its value for other land uses such as residential development. Being an established area, there are limited opportunities for new employment lands, therefore additional growth will need to be accommodated through the intensification of existing precincts.

There is projected demand for an additional 48 ha of employment land over the forecast period. Increased employment in the sectors driving demand for industrial land in Inner Metro are likely to be met through more intensive use of existing employment land, accommodation of more employment opportunities in activity centres and mixed-use strategic infill and corridor developments. There is also likely to be the transfer of demand for some industrial uses to other parts of Greater Adelaide, like the Outer North.

It is estimated that an additional 79,000 sq m of additional activity centre floor space will be required to service the region over the forecast period, with around 70% of this floor space linked to growth in demand for access to food and groceries and food hospitality. It is likely that this floor space will be met through intensification of existing Inner Metro centres.

Key infrastructure considerations

A large proportion of trips start and end within the Inner Metro region, indicating the potential for more local trips to be undertaken by active transport and public transport modes in the future. Local area planning should consider opportunities to provide improved active transport infrastructure that connects to centres, along with improved road crossings and safety. Development of urban corridors will be supported by road corridor planning studies that consider more frequent public transport options. Bus network planning should consider integration with corridors and cross corridor movement between centres over time.

Approximately 11 schools in the Inner Metro region are on capacity management plans and many are zoned, reflecting the strong demand in the region. With the projected population growth anticipated, more capacity will be required which may involve alternative or more complex solutions such as vertical schools due to limited land availability.

A wide range of health services exist within Inner Metro including ambulance stations and private hospitals. Demand for aged care and retirement facilities will increase, which in turn, will increase the need for health services.

The impacts of development and infill growth over time have a cumulative impact on water and wastewater infrastructure, and the impacts of future growth will need to be considered against detailed demand and hydraulic modelling studies, taking into consideration future planned upgrades, resilience and master planning works to the network.

Brown Hill creek, Keswick Creek, Park Lands Creek, and Glen Osmond Creek are crucial drainage watercourses in metropolitan Adelaide and have a low level of flood protection and a history of flooding. The Brown Hill Keswick Creek Stormwater Project requires the delivery of a series of infrastructure works across the catchment, including the recently completed South Park Lands wetland in Victoria Park / Pakapakanthi (Park 16).

It is important that high quality public spaces are provided that are accessible, safe and meet the changing needs of the community. There will be limited opportunity to create new open spaces in existing urban areas. Investment should therefore focus on enhancing and diversifying existing open spaces to meet the growing demand and improving access to open spaces by ensuring connections and greenways are established on public streets.

A number of state significant strategic infill developments are planned adjacent to the Adelaide Parklands, and new funding and governance arrangements should be explored to provide equitable access to quality open space.

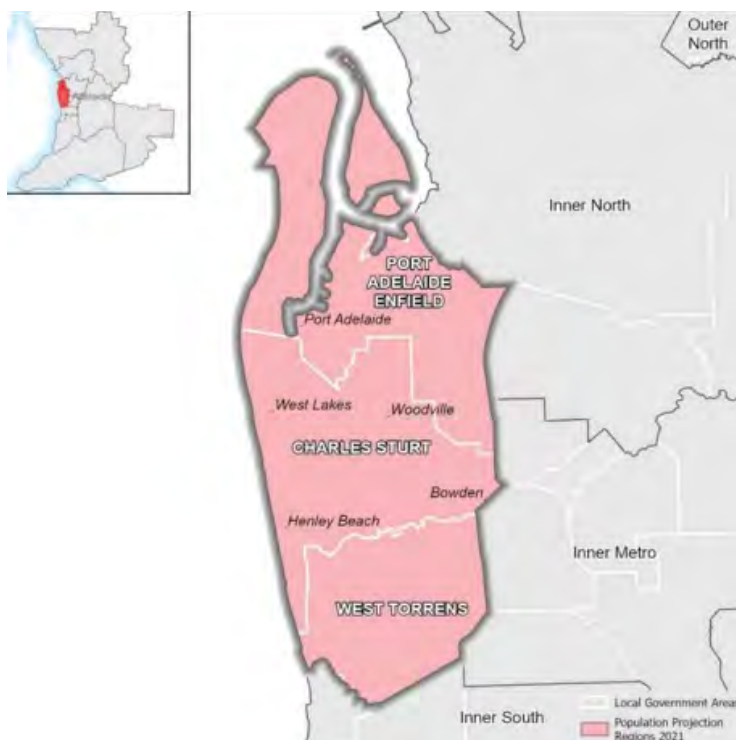
The electricity network within the Inner Metro region generally has some existing capacity to accommodate infill growth over time, supported by ongoing upgrades to the network. More significant strategic infill growth areas will likely require augmentation, additional substation capacity and other network upgrades over time. Areas with limited existing land to expand existing network capacity may also require new sites and land to be identified and reserved to accommodate future infrastructure.

Adelaide West

The Adelaide West LSR includes West Torrens, Charles Sturt and the western portion of Port Adelaide Enfield councils. Adelaide Airport is a dominant feature in the region, with many freight industries nearby, with the Port Adelaide region the Port River and defence precincts also another critical feature.

Adelaide West has seen a level of infill development over the past 15 years, primarily driven by its proximity to the CBD, the beach and other services.

The region is well serviced public transport infrastructure, suitable for strategic infill opportunities which can provide higher densities in appropriate locations.



Key opportunities

- Locations at Thebarton, Port Adelaide and Ashford, with good access to transport, services and social infrastructure provide opportunities to increase the supply through strategic infill development.
- Significant employment opportunities exist including the development of AUKUS on the Le Fevre Peninsula.
- Potential for more Missing Middle type housing stock around key locations such as shopping centres, and social services particularly for the aged.

Key issues

- There will also be increases in working age population and families, which will increase demand for well-located housing and other services such as education.
- The demand for new housing, close to transport and services will require further planning to consider local infrastructure capacity and the planning and design of local neighbourhoods.
- The demand for new housing and employment land that is accessible to the Le Fevre Peninsula as activity associated with AUKUS increases.



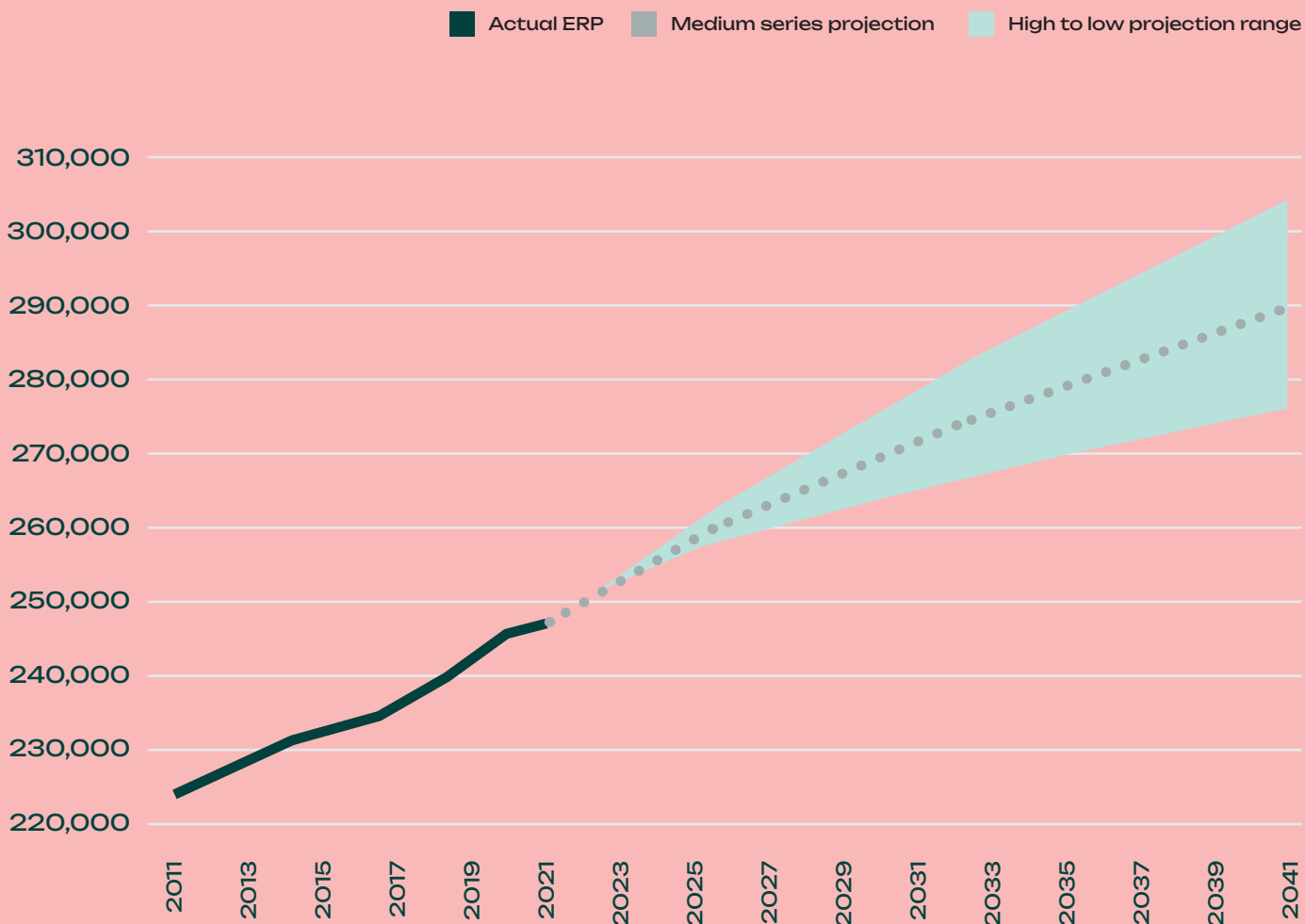
Population

The 18–24-year-old cohort is projected to increase by 19%, while 80+ population is projected to increase by 73% over the next 20 years. By 2051 the 40-44 age cohort is the most populous reflecting aging of the current 20-29 age cohorts, which currently dominate the age profile.

**Table 12 - Projected population,
Adelaide West Region, 2021-2041**

Year ending 30 June	Projection series		
	Low	Medium	High
	Total population		
2021	247,123	247,123	247,123
2041	276,475	290,478	305,161
2021-2041	29,352	43,355	58,038
	Average annual change		
2021-2041	1,468	2,168	2,902
2021-2041 (%)	0.59	0.88	1.17

Figure 38 - Projected population, Adelaide West Region, 2021-2041



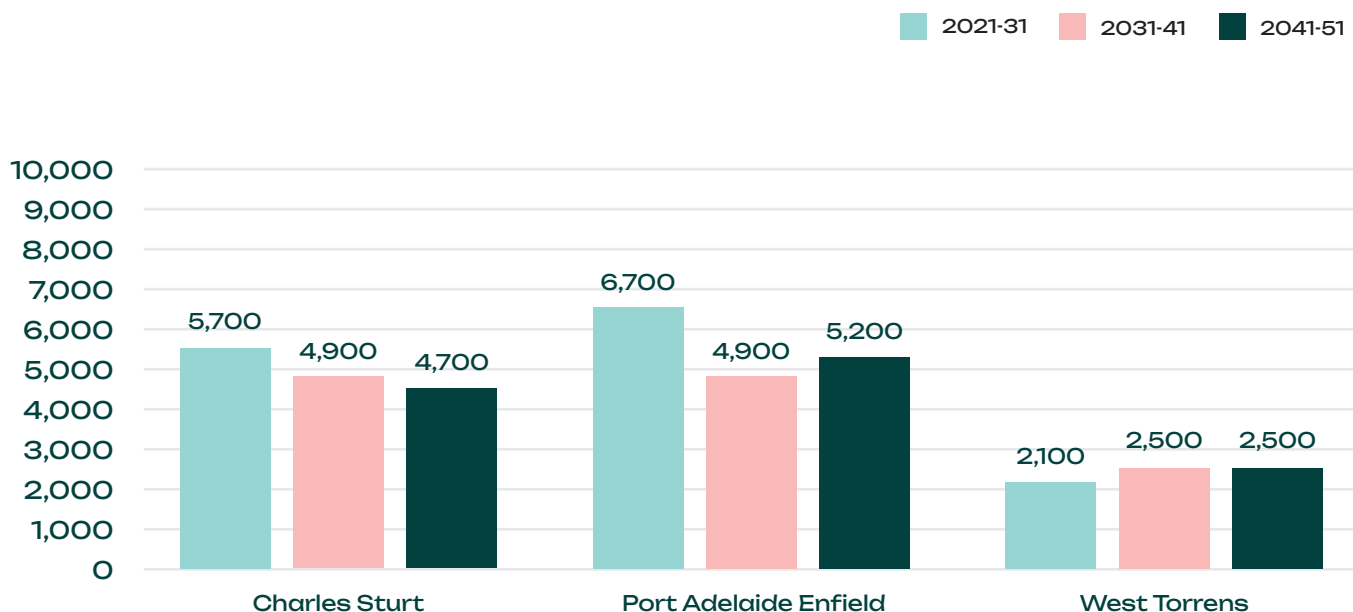
Housing targets

To ensure the region and its respective local government areas are well placed to manage anticipated growth, housing targets have been created to assist in local area strategic planning. These targets were formulated using region specific information tied to projected population growth, the unique constraints and opportunities for each region and household formation to ensure they reflect the likely needs of their growing populations.

**Figure 39 - Housing Target
(Adelaide West Land Supply Region)**



Figure 40 - Housing Target (by Local Government Area)



Housing land supply

Proposed lots 2,035 lots	Undeveloped zoned 18,140 lots	Future growth (current) 1,460 lots	Total 21,635 lots
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To support projected population growth, and subsequently additional demand for housing, it is critical that a sufficient pipeline of appropriately zoned, and serviced land be maintained.

Most of the new dwelling supply in recent years has stemmed from small scale infill development, in suburbs such as Findon, Plympton and Kurralta Park. Strategic infill development has also played a significant role with developments such as Bowden, West Lakes and Port Adelaide.

Whilst there is sufficient supply in the short-term recent amendments to tree canopy cover and general infill policy will place a greater reliance on strategic infill development. Whilst there is remaining short term supply in Bowden and Port Adelaide and development commencing at Brompton (Gasworks) and Morphettville Racecourse, additional supply options are going to be necessary to provide greater choice and opportunity.

Proposed additional supply

State significant infill areas
Total: 27,900 dwellings

Precinct	Description
Hindmarsh and West Thebarton (urban renewal area)	Strategic employment and housing opportunity on the edge of the CBD, providing for higher density housing choice.
Ashford (portion) (urban renewal area)	Strategic employment and housing opportunity on the edge of the CBD, linked to the providing for higher density housing choice.
Port Adelaide Centre (regional centre)	Higher density development for the region. Location of services, employment and entertainment. Surrounded by lower density Missing Middle type housing choices into Semaphore Park and Ethelton.
West Lakes Centre and Seaton (urban renewal area)	Higher density development for the region. Location of services, employment and entertainment. Surrounded by lower density Missing Middle type housing choices.
Grange Road (corridor)	Corridor development along eastern portion of Grange Road providing for a variety of housing choices within walk of services and high-frequency public transport.
West Lakes Blvd (corridor)	Corridor development along West Lakes Boulevard providing for a variety of housing choices within walk of services and high-frequency public transport.
Torrens Road (corridor)	Corridor development along Torrens Road providing for a variety of housing choices within walk of services and high-frequency public transport.
Port Road and surrounds (corridor)	Higher density development along Port Road enabling a renewal of the Missing Middle housing. Regenerated neighbourhood off some sections of Port Road allowing for lower density housing choice.

Proposed additional supply

Local infill investigation areas
Total: 10,100 dwellings

Precinct	Description
Arndale Centre (activity centre)	Higher density development around employment and services close to the Arndale Shopping Centre.
Dudley Park (regeneration areas)	Development at medium densities close to public transport opportunities.
Devon Park (regeneration areas)	Development at medium densities close to public transport opportunities.
Albert Park / Woodville West (regeneration areas)	Higher density development around Grange line and station enabling a renewal of the Missing Middle dwellings and allowing for lower density housing choice.
Plympton – Kurralta Park – Ashford (portion) (regeneration areas)	Higher density development around shopping precincts, ANZAC Highway, Glenelg tramline and Ashford Health Precinct enabling a renewal of Missing Middle dwellings and allowing for lower density housing choice and taking advantage to intersect with ANZAC Highway corridor.
East Grange (transit focused)	Higher density development around Grange line and station enabling a renewal of the Missing Middle dwellings and allowing for lower density housing choice.
Kilkenny and surrounds (activity centre)	Higher density development around shopping precinct enabling a renewal of the Missing Middle dwellings and allowing for lower density housing choice.

Kidman Park Centre
(activity centre)

Higher density development around shopping precinct enabling a renewal of the Missing Middle dwellings and allowing for lower density housing choice.

Kidman Park/
Findon
(regeneration area)

Medium density housing choice in close proximity to employment and services.

Fulham Gardens
Centre
(activity centre)

Higher density development around shopping precinct enabling a renewal of the Missing Middle dwellings and housing choice.

Fulham Gardens
(regeneration
areas)

Medium density housing choice in close proximity to employment and services.

Underdale
(regeneration
areas)

Medium density housing choice in close proximity to employment and services.

Lefevre Peninsula
(regeneration
areas)

Renewal of existing housing stock, particularly around the Outer Harbor line providing for a variety of Housing Stock allowing for housing choice.

Local area strategic planning should identify additional opportunities to support growth and the ageing demographic and how to best manage this with existing constraints around heritage protection, tree canopy cover and retaining local character and amenity.

Employment

Current supply pipeline

Occupied 3,280 ha	Vacant 846 ha	Future (current) 0 ha	Future (additional) 0 ha	Total 4,126 ha
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Currently the region has just over 800 ha of zoned vacant land, with the bulk of this vacant land located in the Le Fevre, Gillman / Dry Creek and the Grand Trunkway Estate. Planned expansion of the defence sector associated with the AUKUS project means that land at Le Fevre Peninsula is effectively accounted for. There are also constraints on the development of Gillman / Dry Creek linked to its low-lying nature, with land to be released as the site is progressively filled.

Demand for industrial employment land in the region is expected to be around 1,300 ha over the forecast period. With land being unavailable for other uses outside of defence industries on the Le Fevre Peninsula, modelling indicates that the region's supply would be exhausted before 2040, even with constrained land being brought to market at Gillman.

In the absence of new industrial employment land supply coming to market, some of this demand will be accommodated through the more intensive use of existing industrial lands or accommodated in other regions such as the Inner and Outer North, which are now easily accessible through improved transport networks such as the Northern Connector and the NSC (upon completion).

Population growth is expected to drive demand for an additional 59,500 sq m of activity centre floor space to 2051. Most new floor space is likely to be met through greater intensity of land use within the existing network, particularly in centres such as Port Adelaide and West Lakes or accommodated in new strategic infill sites such as Thebarton. With the increase in AUKUS related activity on the Le Fevre Peninsula, and a large influx of residents are expected to work, live and play in and around the Port Adelaide centre, supporting additional activity centre space.

Key infrastructure considerations

To support projected growth in housing and employment across the region and its respective local government areas, infrastructure planning, funding and delivery across a broad range of networks will need to be properly considered.

The transport network in Adelaide West supports a significant number of local trips within the region, while also supporting north-south movements on the western side of Adelaide's CBD. This is being further enhanced by the completion of the NSC, and the Outer Harbor Rail Line and tram network provide regular public transport services connecting to Adelaide's CBD. Funding has been allocated to commence operations of the Port Dock railway line to provide a 30-minute service on weekdays and weekends, and bus connectivity to the new Port Dock bus and rail interchange.⁵⁷

Several schools are zoned within the Adelaide West region, while Adelaide High and Adelaide Botanic High (which serve the inner west) have capacity management plans. Over time, intensification of existing facilities will be required to support future growth.

Future growth areas and development will need to consider region-wide and local flood mitigation strategies to ensure the cumulative impacts of stormwater are considered and constraints identified.

The area has several natural systems that over time have been transformed into regional public open space systems such as Coast Park and River Torrens Linear Park. State-significant strategic infill sites will provide opportunities to include new quality open space. In some circumstances there will be limited opportunity to create new open spaces in existing urban areas and the focus should be on improving the quality and access to access to open spaces.

The electricity network within the Adelaide West region generally has some existing capacity to accommodate infill growth over time, supported by ongoing upgrades to the network. More significant future growth areas will likely require more significant augmentation, additional substation capacity and other network upgrades over time. Areas with limited existing land to expand existing network capacity may also require new sites and land to be identified to accommodate future infrastructure.

⁵⁷ [Roads and Transport | State Budget 2024-25](#)

Adelaide City

The Adelaide City is the heart of our state's civic, cultural and commercial life and we aim to have more people living, working, visiting and investing in this region. The City is home to over 25,000 people and plays an important role for providing housing supply, providing housing types such as student accommodation that is not as prevalent in other parts of metropolitan Adelaide.



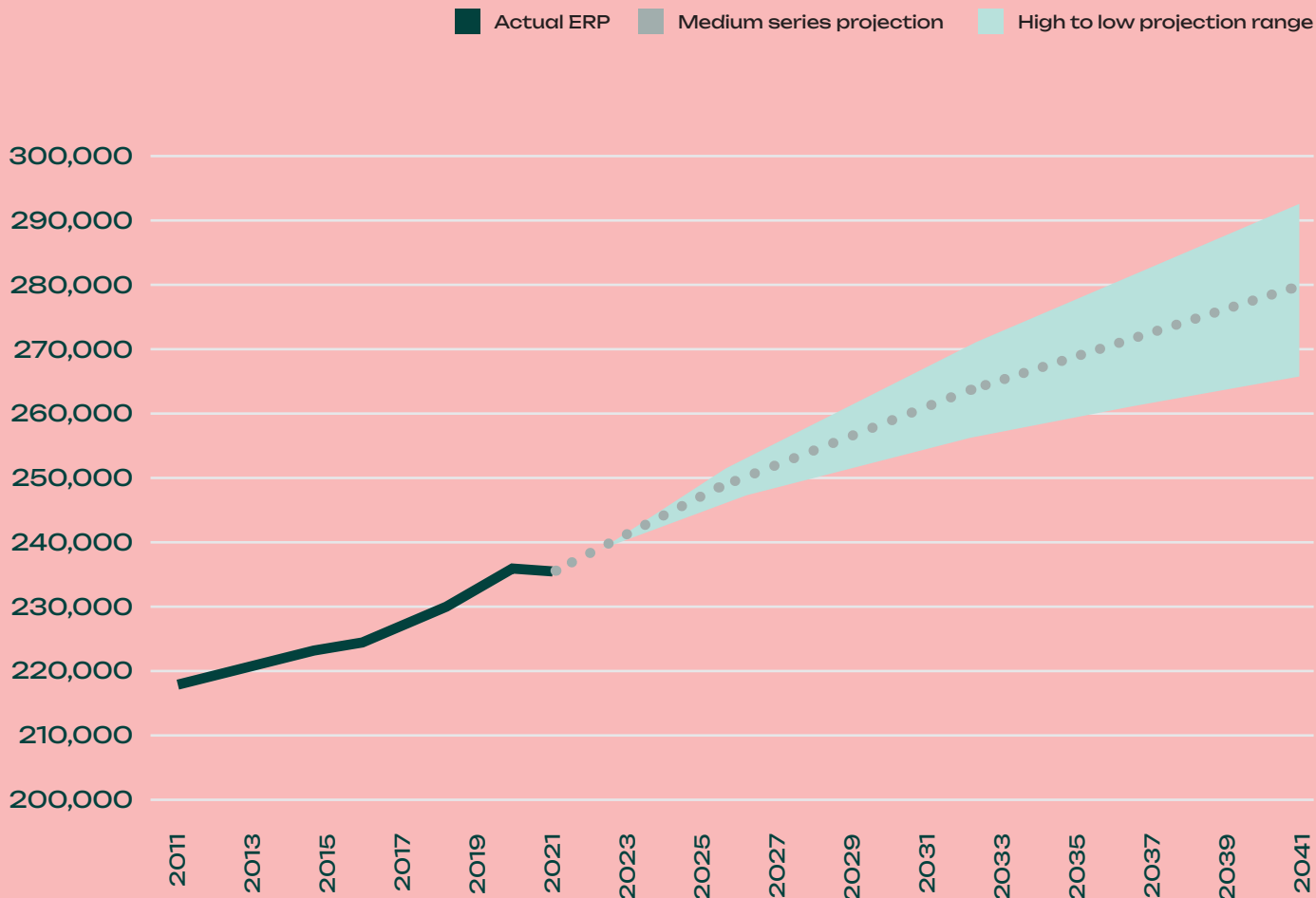


Population

By 2041, the Adelaide CBD region is projected to accommodate close to 50,000 people, which is almost double its estimated population at the time of the 2021 ABS Census.

The largest age group of residents in the Adelaide CBD are people aged between 18-34, accounting for over 45% of the CBD's population. Residents aged 60 and over account for a further 20%. This highlights the need to plan and provide for greater housing diversity especially in the apartment developments given this is where most dwelling growth comes from.

Figure 41 - Projected population, Adelaide City, 2021-2041



Housing targets

To ensure the region and its respective local government areas are well placed to manage anticipated growth, housing targets have been created to assist in local area planning. These targets were formulated using region specific information tied to projected population growth, the unique constraints and opportunities for each region and household formation to ensure they reflect the likely needs of their growing populations.

**Figure 42 - Housing Supply Target
(City of Adelaide)**

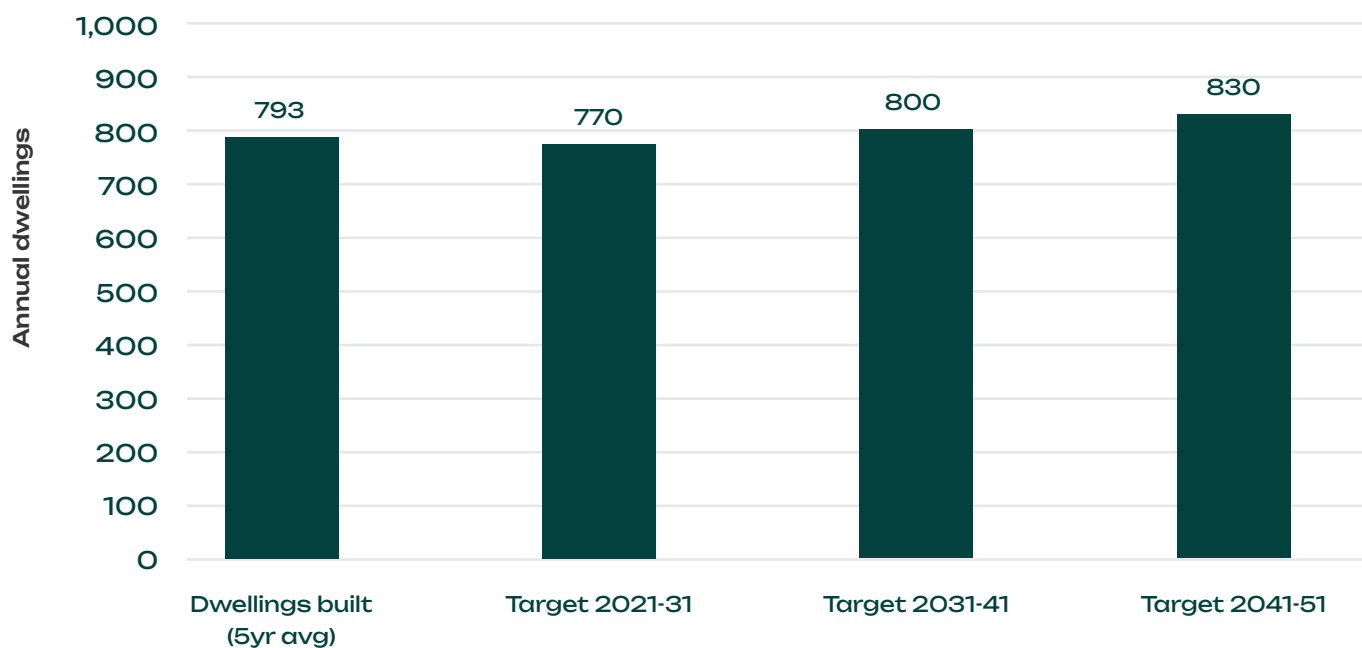
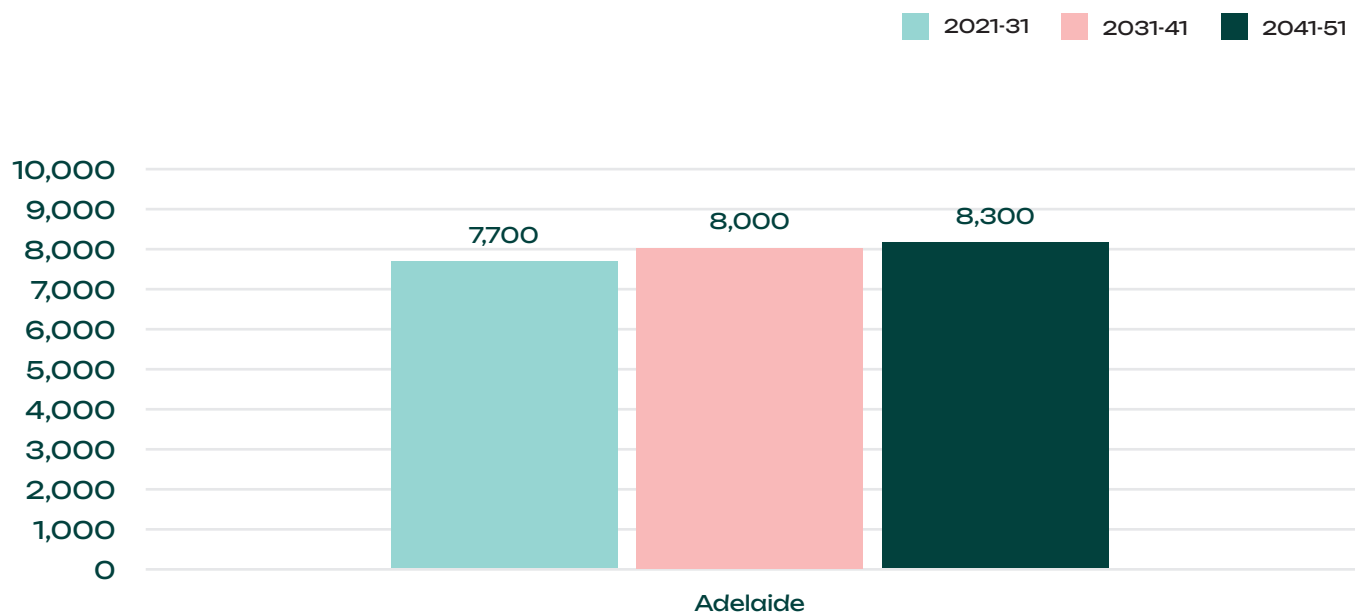


Figure 43 - Housing Target (by Local Government Area)



Housing land supply

On average residential development averages between 500-700 dwellings per annum, with peaks experienced when multiple apartment complexes are completed at the same time. After these peaks trends highlight that there is often a reduction in supply over the following years until the next tranche of approvals and commencements take place.

Future supply of residential land within the Adelaide CBD is unlike most other regions within Greater Adelaide in that supply it is not as heavily constrained by planning policy but is often heavily influenced by other factors such as land economics and construction costs.

The share of residential development in the Adelaide LSR will continue, driven by increasing demand for well-located housing, and investment in local amenity, services and infrastructure in the City.

Employment land supply

The Adelaide CBD will continue to be the primary retail and commercial centre of Greater Adelaide. Additional demand can continue to be accommodated through intensification of uses and increases in building heights.

The City also accommodates a range of SIP such as Lot Fourteen, the Adelaide BioMed City and its vast number of university campuses scattered along the North Terrace Boulevard. These types of activities are heavily reliant upon ease of access to public institutions such as hospitals and universities, access to active modes of transport and comprise a high level of public amenity.

Infrastructure considerations

The Adelaide CBD is well serviced by public transport, with the O-Bahn connecting the northeastern suburbs to the CBD, train and tram lines connecting the northern, western and southern suburbs, and bus connections to most suburbs from the CBD.

The primary focus for Adelaide City will be connecting people with places through improved public and active transport options. Streets and laneways for social connection, business activation and active transport connections will also be enhanced.

Improved transit diversity and improving pedestrian and walkable experiences should be complemented by seeking improvements to active transport and cycling along with e-mobility and the support infrastructure in the public realm for the transition to more electric based transport.

Adelaide's City has several of the Greater Adelaide region's key social infrastructure assets. There are two public hospitals in the CBD: the Royal Adelaide Hospital and the Women's and Children's Hospital, with the New Women's and Children's Hospital being constructed adjacent to the Royal Adelaide Hospital. There are also several private hospitals, medical centres, and an Urgent Mental Health Care Centre within the Adelaide CBD.

Each of the state's three main universities have a campus in the Adelaide CBD. There are several public and private primary and high schools in the Adelaide CBD. The Adelaide CBD is also the predominant location of student accommodation in the Greater Adelaide region.

The Kadaltilla / Adelaide Park Lands are an important state asset, forming an integral part of the Greater Adelaide Park Lands (formerly the Metropolitan Open Space System). They are recognised not only for their aesthetic value but also for the social, cultural, heritage, environmental and economic benefits they provide. Effective management and a clear vision for the Adelaide Park Lands are therefore critical. Several state-significant strategic infill developments are planned adjacent to the Adelaide Park Lands, and new funding and governance arrangements should be explored to provide equitable access to quality open space.

Inner South

The Inner South LSR includes Holdfast Bay, Marion and Mitcham councils. The area comprises metropolitan suburbia and the southern Mount Lofty ranges escarpment protected by the Hills Face Zone.

The key Regional Centre at Marion (Oaklands Park) provides shopping, entertainment and services, while Glenelg serves as one of Adelaide's premier Beachside destinations.

The Inner South has seen a level of infill development over the past 15 years, primarily driven by the closeness to the CBD, to the beach and other services and has primarily been in the form of small-scale infill opportunities.

The region is also well serviced with public transport infrastructure and is suitable for strategic infill opportunities which can provide higher densities in appropriate locations.



Key opportunities

- Locations surrounding the Marion Shopping Centre and Oaklands Park train station provide opportunities to increase the supply through strategic infill development.
- There is opportunity form more student accommodation and other Missing Middle type housing close to Flinders Medical Centre and Flinders University.
- The ability to provide Missing Middle type housing stock around key locations such as shopping centres, and social services particularly for the aged.

Key issues

- An ageing population will result in demand for health care and social infrastructure, and housing to support ageing within the community.
- There will also be increases in the working age population and families, which will increase demand for well-located housing and other services such as education.
- The demand for new housing, close to transport and services will require further planning to consider local infrastructure capacity and the planning and design of local neighbourhoods.



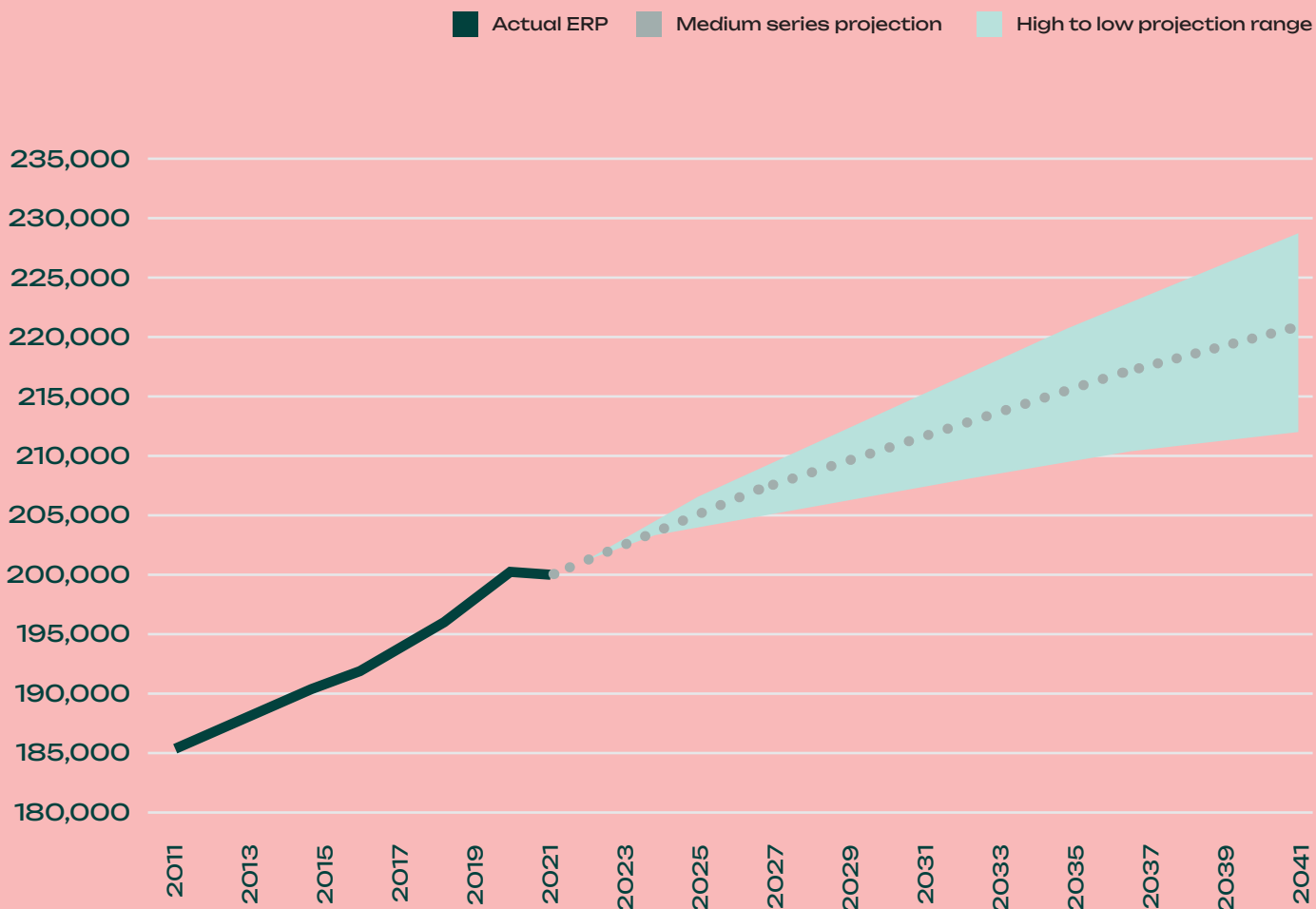
Population

By 2041, the Inner South region is anticipated to accommodate over 229,000 people, representing an average growth rate of 0.72% year on year. The fastest growing age cohort is the 80+, which is anticipated to grow by close to 80%, representing similar challenges to other regions within Greater Adelaide around accessibility to health and aged care services and ensuring a sufficient supply of diverse housing options are made available, especially for those wanting to age in place.

**Table 13 - Projected population,
Inner South Region, 2021-2041**

Year ending 30 June	Projection series		
	Low	Medium	High
	Total population		
2021	200,133	200,133	200,133
2041	212,003	221,128	229,079
2021-2041	11,870	20,995	28,946
	Average annual change		
2021-2041	594	1,050	1,447
2021-2041 (%)	0.30	0.52	0.72

Figure 44 - Projected population, Inner South, 2021-2041



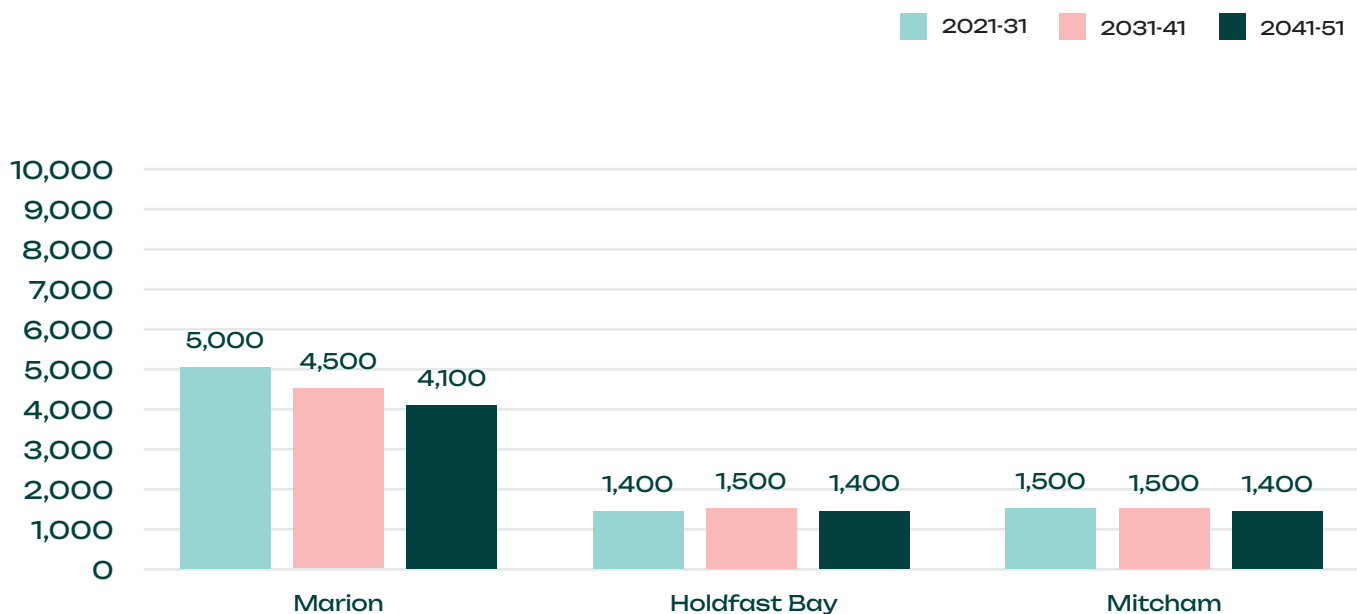
Housing targets

To ensure the region and its respective local government areas are well placed to manage anticipated growth, housing targets have been created to assist in local area planning. These targets were formulated using region specific information tied to projected population growth, the unique constraints and opportunities for each region and household formation to ensure they reflect the likely needs of their growing populations.

Figure 45 - Housing Supply Target (Inner South Land Supply Region)



Figure 46 - Housing Target (by Local Government Area)



Housing land supply

Proposed lots 1,075 lots	Undeveloped zoned 6,890 lots	Future growth (current) 280 lots	Total 8,245 lots
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To support projected population growth, and subsequently the regional and local area housing targets set, it is critical that a sufficient pipeline of zoned, and serviced land be identified and maintained.

The Inner South region is heavily reliant upon general infill development for dwelling growth. Over 80% of dwelling growth over the last five years has come from general infill development with the remainder delivered from strategic infill sources such as Urban Corridor development along ANZAC Highway and apartment construction in Glenelg.

There are some key projects which are at various stages of commencement, such as Seacliff Village and the Morphettville Racecourse, which will certainly help pull some of the pressure off general infill development in the short to medium term. However, the region will still be heavily reliant upon general infill to deliver housing.

Proposed additional supply

State significant infill areas
Total: 11,700 dwellings

Precinct	Description
Oaklands Park (Marion) and surrounding areas (regional centre)	Strategic employment and housing opportunity in and surrounding the Marion Shopping Centre and Oaklands Park train station, providing for higher density housing choice.
Brighton Road (corridor)	Corridor development along South Road providing for a variety of housing choices within walking distance of services and high-frequency public transport.
Diagonal Road (corridor)	Corridor development along South Road providing for a variety of housing choices within walking distance of services and high-frequency public transport.
Morphett Road (corridor)	Corridor development along South Road providing for a variety of housing choices within walking distance of services and high-frequency public transport.
Marion Road (corridor)	Corridor development along South Road providing for a variety of housing choices within walking distance of services and high-frequency public transport.
South Road (corridor)	Corridor development along South Road providing for a variety of housing choices within walking distance of services and high-frequency public transport.
Goodwood Road (corridor)	Corridor development along Goodwood Road providing for a variety of housing choices within walking distance of services and high-frequency public transport.
Unley Road (corridor)	Corridor development along Unley Road providing for a variety of housing choices within walking distance of services and high-frequency public transport.

Proposed additional supply

Local infill investigation areas
Total: 16,400 dwellings

Precinct	Description
Glenelg (main street)	Employment and housing linked to providing for higher density housing choice.
Glenelg North (regeneration areas)	Medium density housing choice close to recreational facilities and employment services.
Morphettville Racecourse (brownfield)	Opportunity for higher density housing development in closer proximity to the public transport.
Ascott Park / Edwardstown (regeneration areas)	Higher density development surrounding the shopping centre and lower density regenerated neighbourhoods providing a mix of Missing Middle housing choices, particularly close to train line.
Plympton Precinct (portion) (regeneration areas)	Higher density development along transport corridors and activity centre. Regenerated neighbourhoods surrounding at medium densities
Mitcham Centre (activity centre)	Higher density development surrounding the shopping centre.
Mitcham (regeneration areas)	Lower density regenerated neighbourhoods providing a mix of Missing Middle housing choices close to employment and services.
Clapham (regeneration areas)	Lower density regenerated neighbourhoods providing a mix of Missing Middle housing choices close to services and public transport.
Brighton (regeneration areas)	Lower density regenerated neighbourhoods providing a mix of Missing Middle housing choices close to services and public transport.

Brighton Main Street (main street)	Providing higher density housing opportunities close to employment and local services.
Hallet Cove Centre (activity centre)	Higher density development surrounding the shopping centre and lower density regenerated neighbourhoods providing a mix of Missing Middle housing choices.
Tonsley and surrounds (regeneration areas)	Strategic employment and housing linked to the providing for higher density housing choice.
Bedford Park (activity centre)	Potential for strategic employment, high density residential development in close proximity to health and education industries.

Local area strategic planning should identify additional opportunities to support growth and the ageing demographic and how to best manage this with existing constraints around heritage protection, tree canopy cover and retaining local character and amenity.

Employment land supply

Occupied 271 ha	Vacant 18 ha	Future (current) 0 ha	Future (additional) 0 ha	Total 289 ha
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There is a sizeable increase in demand for employment land which cannot reasonably be met through the creation of new employment lands due the constraints of being an established urban area. Most of the zoned vacant land is located within the City of Marion in precincts along the South Road corridor. Some of this land will be impacted by the NSC project over the course of the next decade. Demand for industrial land in the region will include an increase in knowledge-intensive and population serving uses, which can be supported through greater intensity of use within existing precincts or through relocation to other LSRs.

Population growth across the Inner South is expected to be relatively low compared to other regions, so demand for activity centre floor space is also expected to grow only marginally.

In all, only around 3,600 sq m of additional floor space is likely to be required. This additional space will predominately be focussed on food and groceries and restaurant and cafes, which aligns with the evolution of centres as more of an entertainment precinct.

This level of growth will easily be supported within the existing centre network through intensification existing centres, as has been demonstrated by previous approved plans for the expansion of Marion.

Key infrastructure considerations

The Inner South region contains the Seaford, Tonsley and Belair rail lines together with the Glenelg tram which provide frequent public transport services to the Adelaide CBD. The completion of the NSC will also provide concentrated movement that will reduce the existing use of South Road for long distance trips. To support Living Locally principles in the future, strategic infill development should focus on connecting to key transit infrastructure such as the Tonsley and Seaford Rail corridors, and integrate with buses, walking and cycling networks to provide additional mobility options within the region.

Demand for health services are likely to grow in the Inner South region in the future due to having an older population. Major hospitals in the Inner South region include the Repat Precinct and the Flinders Medical Centre. A 160-bed expansion is in the process of being implemented across these facilities,⁵⁸ and funding has been allocated for a new ambulance station at Marion.⁵⁹

The Inner South region is largely served by the Glenelg wastewater treatment plant, which is likely to reach capacity within the 30-year planning horizon based on the projected growth within the region. The impacts of development and infill growth over time have a cumulative impact on water and wastewater infrastructure, and the impacts of future growth will need to be considered against detailed hydraulic modelling studies, taking into consideration future planned upgrades, resilience and master planning works to the network.

Future growth areas and development will need to consider region-wide and local flood mitigation strategies to ensure the cumulative impacts of stormwater are considered and constraints identified.

State-significant strategic infill sites will provide opportunities to include new quality open space. In some circumstances there will be limited opportunity to create new open spaces in existing urban areas and the focus should be on improving the quality and access to access to open spaces.

The electricity network within the inner south region generally comprises some areas with some existing capacity to accommodate small scale infill growth over time, supported by ongoing upgrades to the network. More significant growth areas will likely require more significant augmentation, additional substation capacity and other network upgrades over time. Areas with limited existing land to expand existing network capacity may also require new sites and land to be identified over time to accommodate future infrastructure.

⁵⁸ Southern Redevelopment at SALHN - Stage 1 | SA Health

⁵⁹ Health | State Budget 2024-25

Outer South

The region boasts a diverse range of premium landscapes and attractions that stretch along the coast and into high value agricultural and viticultural land. These unique, and globally recognised locations are protected by the CPD (McLaren Vale). The region also incorporates the outer southern suburbs of metropolitan Adelaide from Happy Valley south to Sellicks Beach and the townships of McLaren Vale, Willunga and Clarendon.

The protection of these prime agricultural and viticultural land placing significant pressure on the remaining established areas within the region to support and accommodate residential and employment growth.



Key opportunities

- The regions unique environment, viticulture and attractions provide ongoing tourism and economic development opportunities.
- A combination of ageing housing stock and good access to transport, services and social infrastructure provide opportunities to increase the supply of well-located homes through strategic infill development, particularly around key centres such as Noarlunga Centre.

Key issues

- An ageing population will result in demand for health care and social infrastructure, and housing to support ageing within community.
- The reduction in greenfield opportunities in the Outer South will place added pressure on infill opportunities being established to cater for the lifestyle opportunities afforded.
- The demand for new housing, close to transport and services will require further planning to consider local infrastructure capacity and the planning and design of local neighbourhoods.



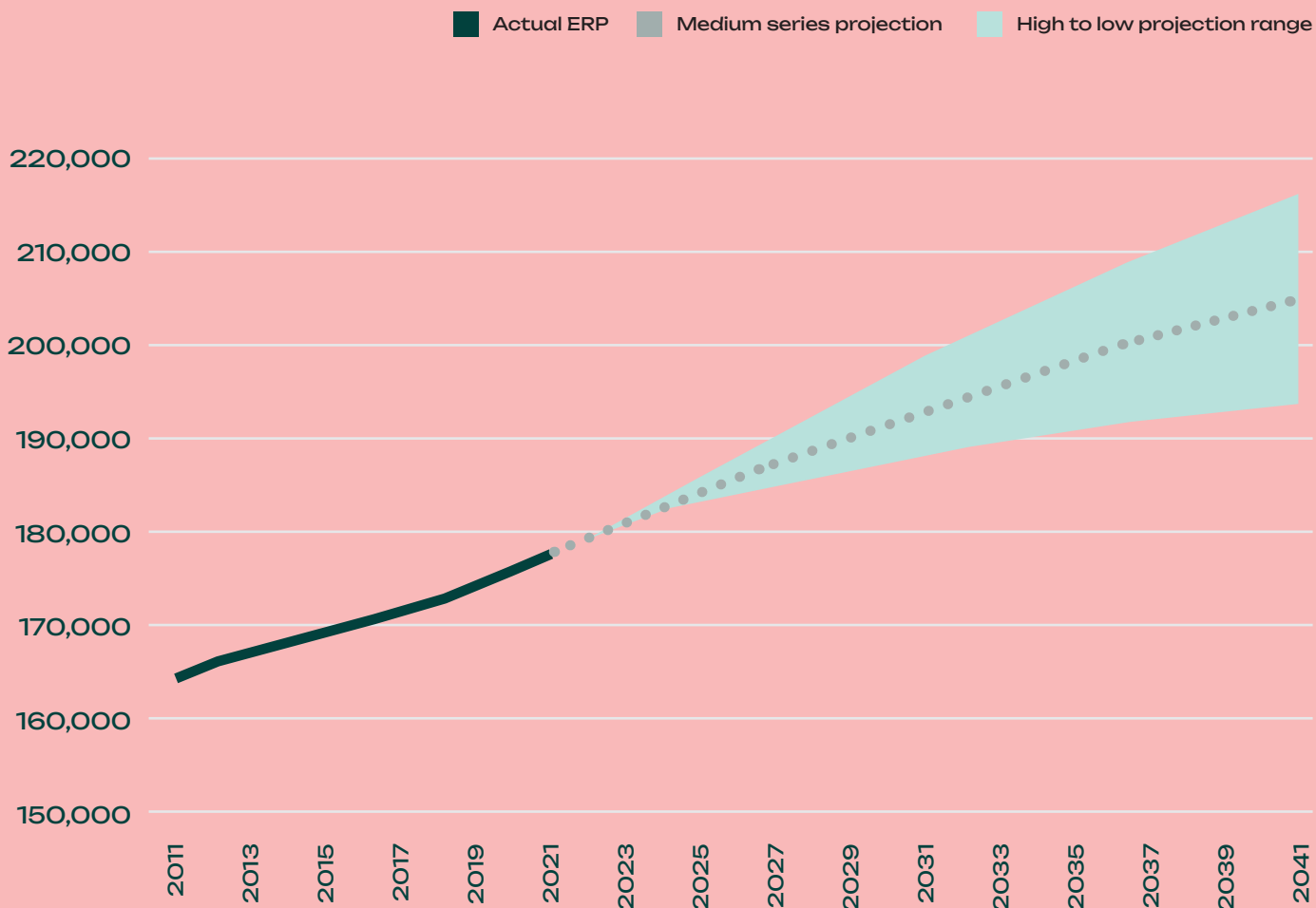
Population

By 2041 the Outer South region is anticipated to accommodate over 216,500 people, representing an average growth rate of 1.08% year on year. The fastest growing age cohort is the 80+, which is anticipated to grow by 150%, representing similar challenges to other regions within Greater Adelaide around accessibility to health and aged care services and ensuring a sufficient supply of diverse housing options are made available, especially for those wanting to age in place.

**Table 14 - Projected population,
Outer South Region, 2021-2041**

Year ending 30 June	Projection series		
	Low	Medium	High
	Total population		
2021	177,968	177,968	177,968
2041	194,018	205,055	216,505
2021-2041	16,050	27,087	38,537
	Average annual change		
2021-2041	803	1,354	1,927
2021-2041 (%)	0.45	0.76	1.08

Figure 47 - Projected population, Inner South, 2021-2041



Housing targets

To ensure the region and its respective local government areas are well placed to manage anticipated growth, housing targets have been created to assist in local area planning. These targets were formulated using region specific information tied to projected population growth, the unique constraints and opportunities for each region and household formation to ensure they reflect the likely needs of their growing populations.

**Figure 48 - Housing Target
(Outer South Land Supply Region and LGA)**

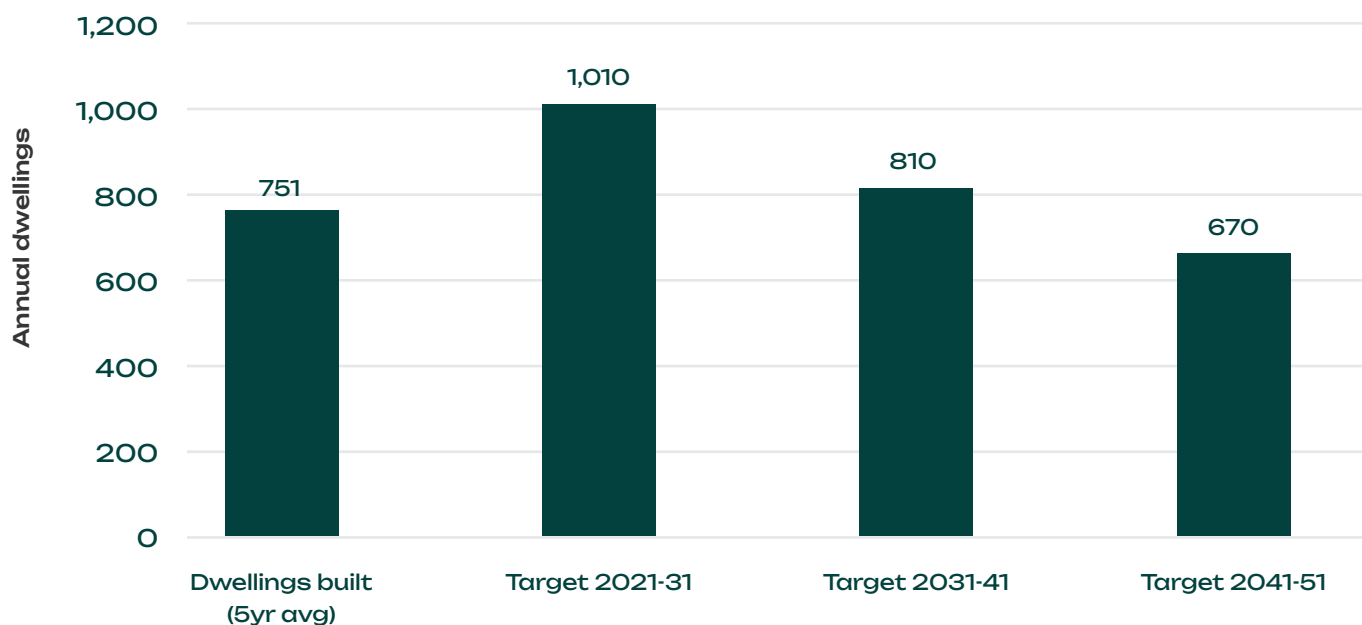
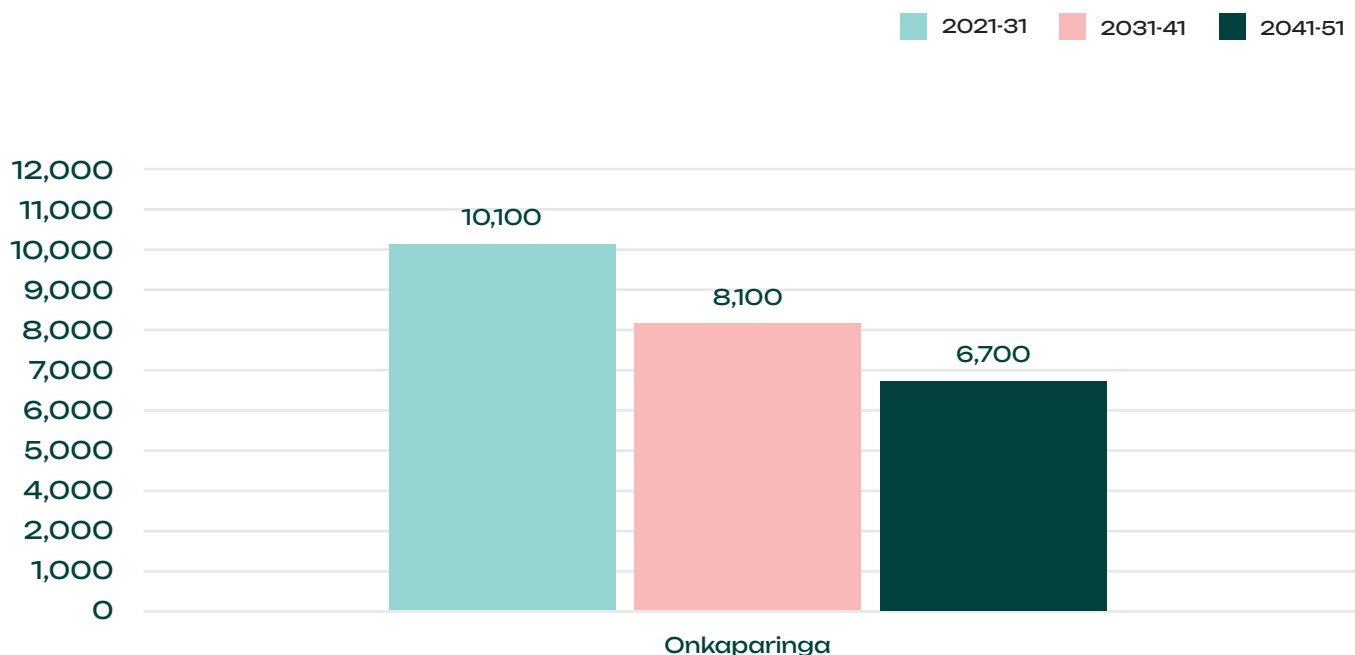


Figure 49 - Housing Target (by Local Government Area)



Housing land supply

Proposed lots 1,700 lots	Undeveloped zoned 13,330 lots	Future urban (current) 2,380 lots	Total 17,410 lots
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To support projected population growth, and subsequently additional demand for housing, it is critical that a sufficient pipeline of appropriately zoned, and serviced land be maintained.

The Outer South region has historically had a relatively even split between greenfield and urban infill development due to its unique geography and heavily protected areas such as the Hills Face Zone and CPD (McLaren Vale).

Greenfield development fronts will be brought online and exhausted in the short to medium term most notably Hackham, Aldinga and Sellicks Beach and future supply will need to be found through strategic infill development opportunities.

Proposed additional supply

Greenfield

Precinct	Description	Estimated dwelling yield
Onkaparinga Heights	Greenfield development located in Onkaparinga Heights at the end of the Southern Expressway.	2,000 dwellings
Sellicks Beach	Greenfield development located within the current suburb of Sellicks Beach.	1,700 dwellings

Proposed additional supplyState significant infill areas
Total: 5,000 dwellings

Precinct	Description
Noarlunga Centre (urban renewal area)	Higher density development around the retail and train station core, including along the Beach Road Corridor. Medium density housing in surrounding areas of Christies Beach, Christies Downs and Noarlunga enabling redevelopment of older housing stock originally developed during the 1960s-1980s.
Christies Beach and Downs (urban renewal area)	Regeneration of existing neighbourhoods especially areas of extensive SAHT stock which is reaching the end of its economic life.
Beach Road (corridor)	Higher density development along Beach Road providing for different housing options in a mixed use context.

Port Stanvac (urban renewal area)	Conversion of the existing petroleum refinery to a mixture of employment and residential land uses. Opportunity to provide housing close to Seaford Line.
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Proposed additional supply

Local infill investigation areas
Total: 4,400 dwellings

Precinct

Description

Aberfoyle Park
Centre
(activity centre)

Alternative forms of higher-density missing middle housing choice in close proximity to shopping centre and other services.

Aberfoyle Park
(regeneration areas)

Lower density regenerated neighbourhoods providing a mix of Missing Middle housing choices close to employment and services.

Hallet Cove Centre

Providing higher density housing choices around the Hallet Cove Shopping Centre.

Reynella Centre
(main street)

Sensitive Higher density development within the Reynella township.

Reynella
(regeneration
areas)

Lower density regenerated neighbourhoods providing a mix of Missing Middle housing choices close to employment and services.

Morphett Vale
(regeneration
areas)

Lower density regenerated neighbourhoods providing a mix of Missing Middle housing choices close to employment and services.

Seaford Centre
(activity centre)

Providing higher density housing choices around the Seaford Shopping Centre.

Employment land supply

Occupied 773 ha	Vacant 361 ha	Future (current) 0 ha	Future (additional) 0 ha	Total 1,134 ha
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Modelling suggests there is demand for an additional 317 ha of land across the Outer South region, which theoretically could be met by existing zoned vacant land. The majority of zoned employment land is within Port Stanvac, which is not currently 'market ready' given existing significant site contamination issues and infrastructure required to bring this online. There are also opportunities to deliver a mix of residential, employment and other uses here which may further reduce the availability of employment land in the Outer South region.

A relatively large share of demand for employment land in the Outer South will be driven by population growth and for services rather than more traditional employment activities. These provide an opportunity to accommodate demand through the regeneration and intensification of existing traditional industrial precincts such as Lonsdale.

An estimated 20,500 sq m of additional retail floor space is expected to be required to support anticipated demand over the forecast period. At present, the region's centre network is relatively well distributed, and existing centres have scope to develop more intensively. As a result, much of this additional demand would be expected to be accommodated in the existing network, or new centres in new greenfield areas such as Hackham.

Key infrastructure considerations

The Outer South region has seen notable growth over previous decades, particularly in response to the construction of the Southern Expressway and the extension of passenger rail services to Seaford. Main South Road and the Victor Harbor Road are the key transport routes in the region and are currently in the process of being duplicated as part of the Fleurieu Connections Projects.⁶⁰ These routes will continue to form the transport backbone for the region, for private transport and freight alike. Funding has also been allocated towards planning for outer metropolitan and regional passenger rail service extensions⁶¹ and a corridor will be reserved for a future rail corridor from Seaford to Sellicks Beach.

Demand for health services (including aged care) in the Outer South region is likely to continue to grow as a result of demographic changes and an ageing population. The Noarlunga Hospital is the major hospital in the region, which includes a 24/7 emergency department, and the Flinders Hospital (just outside the region) will continue to serve as the key tertiary hospital provider.

The Outer South region is served by the Christies Beach Wastewater Treatment Plant, which is likely to reach capacity within the 30-year planning horizon based on projected future growth within the region. The impacts of development and infill growth over time have a cumulative impact on water and wastewater infrastructure, and the impacts of future growth will need to be considered against detailed hydraulic modelling studies, taking into consideration future planned upgrades, resilience and master planning works to the network.

Investment is occurring to unlock housing growth in suburbs within the Outer South region, including Onkaparinga Heights (formerly Hackham).

Certain catchment areas within the Outer South region, including Christies and Lower Onkaparinga River, have been identified as a high priority for stormwater management planning, primarily relating to flooding and drainage, and climate change adaptation.

Two Inter-Urban Breaks have been identified for this region, the Willunga and the Coast to Vines Inter-Urban Break. These breaks will enhance existing landscapes and help define the unique character of the region. Further investigations are required to determine the extent of these breaks.

The electricity network within the Outer South region generally comprises some areas with capacity to accommodate small scale infill growth over time, supported by ongoing upgrades to the network. More significant growth areas will likely require more significant upgrades, including additional substation capacity and other network upgrades over time.

⁶⁰ Fleurieu Connect • Main South Road and Victor Harbor Road Duplication Projects (fcalliance.com.au)

⁶¹ [Roads and Transport | State Budget 2024-25](#)

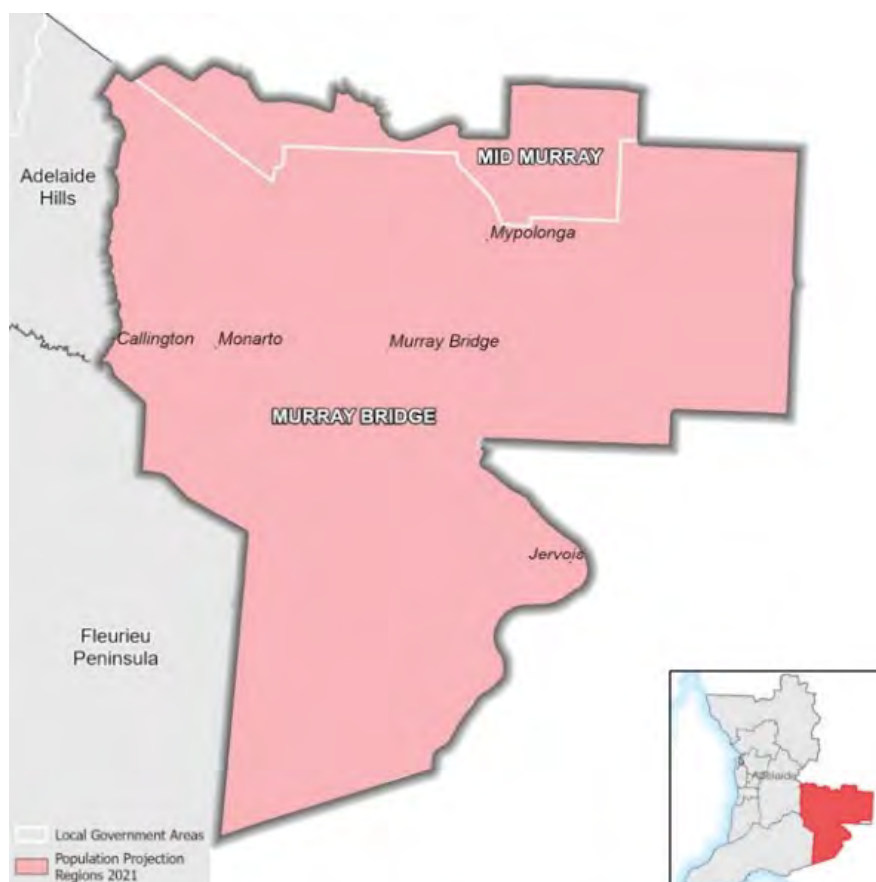
Murray Bridge

The region includes the city of Murray Bridge, Monarto and several smaller towns on the River Murray.

In 2021 the region had a population of 22,689. Since 2016, the population has increased by just 777 people.

Murray Bridge has ample land for expansion, both within the built-up area and at Gifford Hill.

Job opportunities and demand for housing in Murray Bridge and the surrounding areas will be further increased following the recent commissioning of a new meat processing facility and other major local employment catalysts.



Key opportunities

- Murray Bridge provides significant long term growth opportunities, with existing capacity for an additional 8,000 houses, and new growth areas identified to support up to an additional 23,400 homes over the longer term, will further establish it as one of Greater Adelaide's major satellite cities.
- The topography of the land and limited environmental constraints enable opportunities for large scale residential development.
- The Murray River provides and range of recreational opportunities.

Key issues

- Separation by travel distance from other major centres such as Adelaide and Mount Barker means that Murray Bridge requires significant ongoing industry and jobs growth to attract new population and to achieve the rate of growth envisaged.
- Long established as a regional centre, Murray Bridge is well serviced with a wide range of community infrastructure. The establishment of new, or significant upgrades to existing infrastructure will be required to support long-term population growth.
- A large portion of the future growth areas are currently part of the EFPA. This means that land would not be made available for development in the short term, until other land within the current urban area is developed.
- Transport planning work will be required to rationalise and develop long-term infrastructure improvements that will meet expected future travel demands associated with growth.



Population

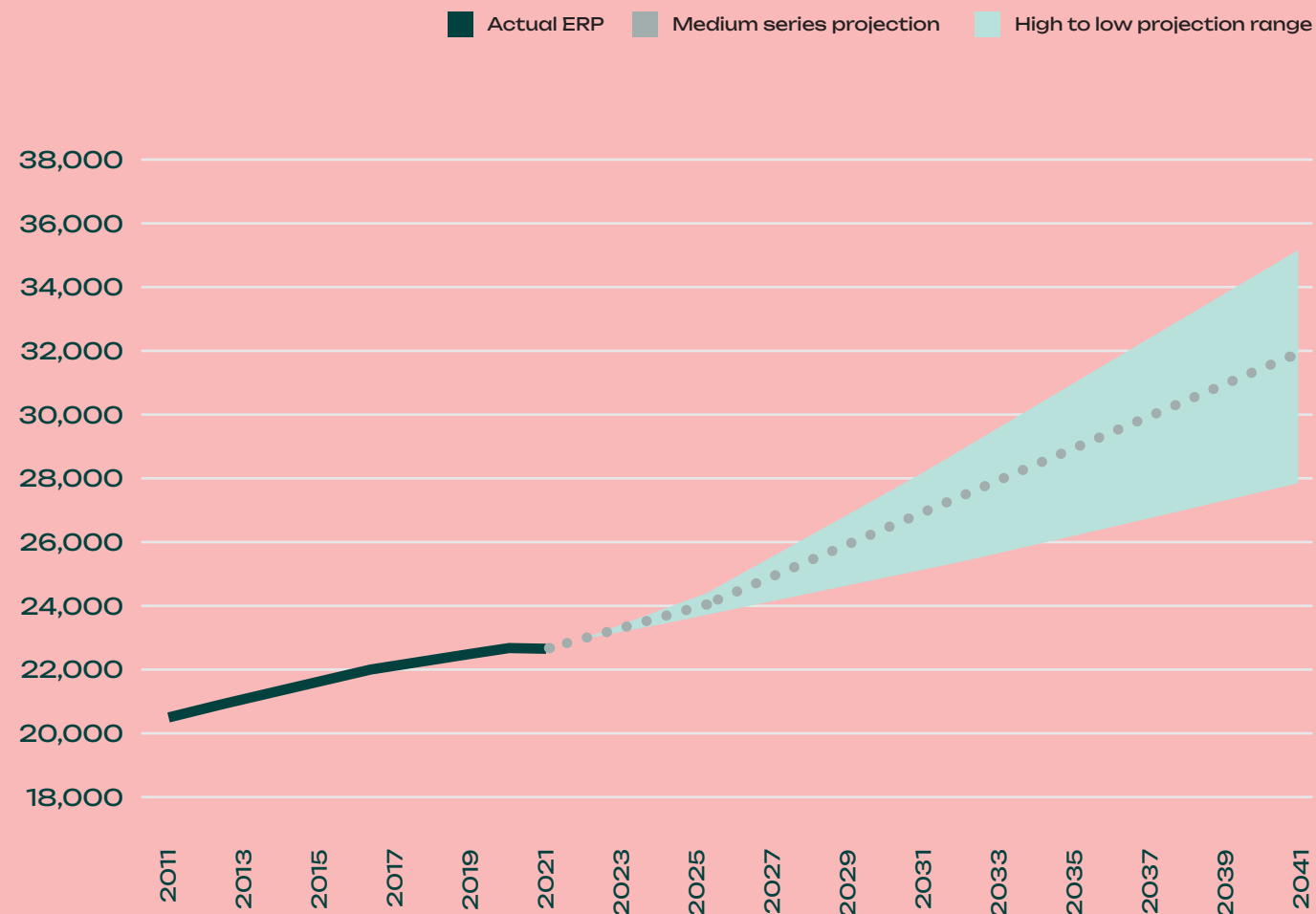
By 2041 the population of the Murray Bridge region is projected to grow by up to 2.77% per year, or more than 12,500 additional people over the 20-year period from 2021. Most of this growth is likely to occur within new growth areas of Murray Bridge.

Growth is projected across all age groups. The working age population is projected to increase significantly as job opportunities continue within the region.

**Table 15 - Projected population,
Murray Bridge, 2021-2041**

Year ending 30 June	Projection series		
	Low	Medium	High
	Total population		
2021	22,689	22,689	22,689
2041	27,869	31,935	35,262
2021-2041	5,180	9,246	12,573
	Average annual change		
2021-2041	259	462	629
2021-2041 (%)	1.14	2.04	2.77

Figure 48 - Projected population, Murray Bridge Region, 2021-2041



Housing targets

To ensure the region, and its respective local government areas, are best placed to manage anticipated growth, housing targets have been created. These targets were formulated using region specific information tied to projected population and household formation to ensure they reflect the likely needs of their growing populations.

Figure 49 - Land Supply Target (Murray Bridge)

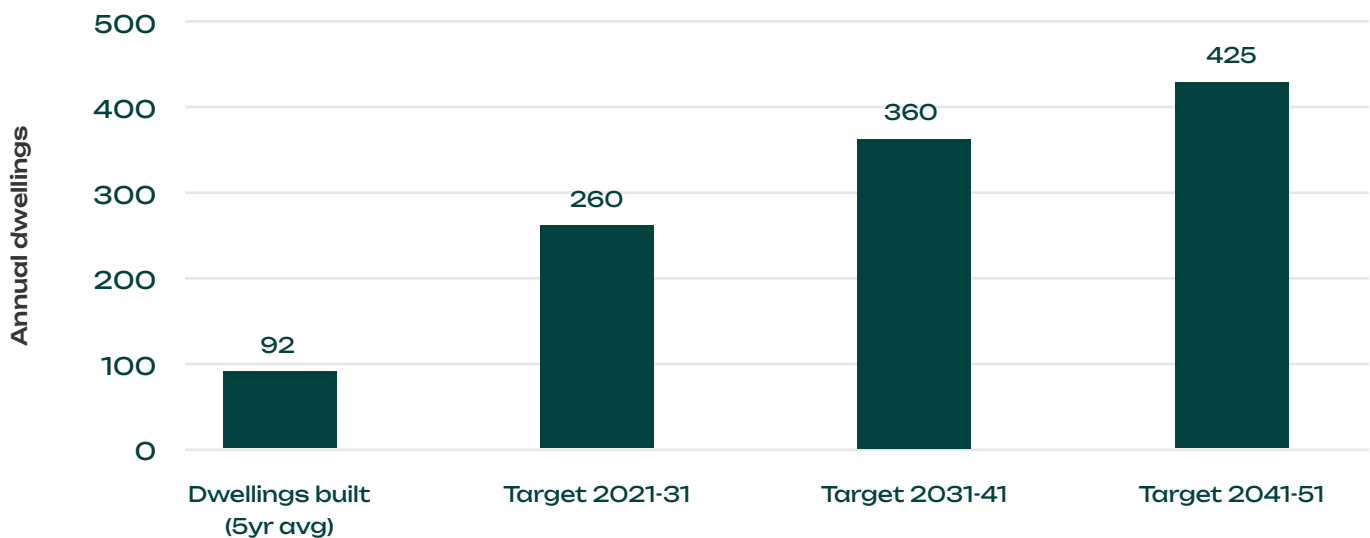
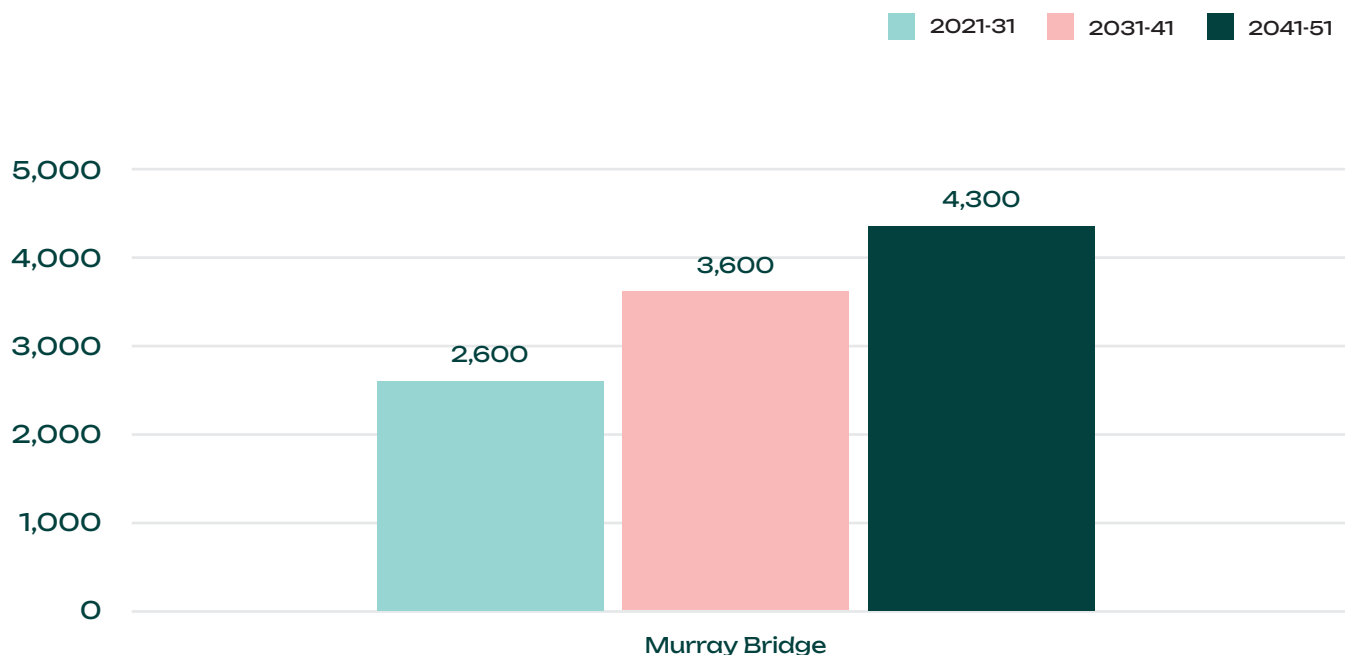


Figure 50 - Housing Target (by Local Government Area)



Housing land supply

Proposed lots 625 lots	Undeveloped zoned 6,215 lots	Future growth (current) 2,315 lots	Future urban (additional) 23,481 lots	Total 32,636 lots
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The Murray Bridge region contains the township of Murray Bridge and several smaller townships and shack settlements along the Murray River. Much of the region is protected by the EFPA.

This region will require land to accommodate projected population growth to 2051. Based on current known supply it is likely growth can be accommodated in the short to medium term with existing supply, mostly located within the currently identified growth areas of Murray Bridge.

Proposed additional supply

Greenfield

Precinct	Description	Estimated dwelling yield
Murray Bridge	Eight greenfield areas have been identified to support long-term housing land supply for Murray Bridge. Approximately a third of the total long-term supply exists on the immediate periphery of the city's established urban footprint west of the River Murray and north of the South Eastern Freeway. A smaller sub-area is located near Murray Bridge East and Riverglades, and a significant cluster of future urban land is located south of the freeway at Murray Bridge South and adjacent to land currently designated for future urban growth at Gifford Hill.	23,500 dwellings

Employment land supply

Occupied 1,530 ha	Vacant 50 ha	Future (current) 0 ha	Future (additional) 900 ha	Total 2,480 ha
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Vacant land supply is spread across the Monarto South and the Murray Bridge precincts. Demand for industrial land is estimated at around 46 ha, and an estimated 50 ha of zoned vacant supply.

An additional 900 ha of future employment land has been identified to support local employment opportunities and capitalise on freight connections including the newly proposed freight by-pass.

At present, industrial lands across Murray Bridge are utilised at very low intensities, and modelling outputs assume that as the local economy develops, land will be utilised at similar intensities to that seen in metropolitan industrial land precincts.

It is likely that there will be a diversion of demand for employment land from the Adelaide Hills region (particularly Mount Barker) to Murray Bridge, resulting in an increased take up of employment lands in Murray Bridge in the future.

Murray Bridge is expected to experience strong population growth, with activity centre floor space also expected to grow rapidly – by around 20,000 sqm. This will support a greater intensity of use in the Murray Bridge centre, with local and neighbourhood centres in growth areas also providing opportunities for the establishment of new floor space.

A quarter of this space is likely to be assigned to bulky goods, which aligns with regions experiencing high levels of residential growth.

Key infrastructure considerations

Murray Bridge is primarily serviced by the South Eastern Freeway, which connects to metropolitan Adelaide via Mount Barker. Key transport planning considerations include managing the interaction between freight movements and traffic from residential growth areas, future potential improvements to public transport services, improved mass transit options and the provision of additional freeway access points. The Greater Adelaide Freight Bypass, as part of the High Productivity Vehicle Network, will connect Murray Bridge to the Sturt Highway, helping to divert heavy vehicles from Adelaide and the South Eastern Freeway.

Existing health facilities in the Murray Bridge region include the Murray Bridge Soldiers' Memorial Hospital, which provides acute services ranging from in-hospital care to specialist surgical, obstetrics and outpatients. There are also several neighbouring health facilities as part of the Riverland Mallee Coorong Hospitals and Health Services. Additional health capacity will be required within the region in the future to service anticipated demand. There is some limited existing capacity to accommodate growth in preschool, primary and high school education in the Murray Bridge region over the short-term. The development of new greenfield growth areas will need to accommodate future demand by reserving land for schools and other social infrastructure.

Many Eastern Mount Lofty Ranges and River Murray towns are solely supplied by water from the River Murray. The allocation of River Murray water is shared between Murray Bridge and much of the Greater Adelaide region, therefore it is critical that integrated planning is undertaken to manage allocation across all users. To support growth and increase the resilience of towns outside of metropolitan Adelaide that may only have access to a single water source, there is a need to identify opportunities to increase diversity of supply options.

Integrated water management solutions as part of precinct structure planning could reduce demands and diversify water sources for growth areas and the existing Murray Bridge area. The impacts of greenfield development and infill growth over time have a cumulative impact on water and wastewater infrastructure, and the impacts of future growth will need to be considered against future planned upgrades, resilience and master planning works to the network.

Murray Bridge does not currently have a completed stormwater management plan. The Murray Bridge township has been identified as a high priority for stormwater planning with higher risk scores for climate change adaptation and water security and reuse. The future urban form of Murray Bridge should consider the risks and opportunities identified for flooding, water quality and beneficial use of stormwater identified in a catchment scale stormwater management plan.

Master planning of new growth areas will need to include the provision of quality open space that delivers a range of social, cultural, environmental and economic benefits. An Inter-Urban Break at Monarto has been proposed for this region. Further investigations are required to determine the extent of this break.

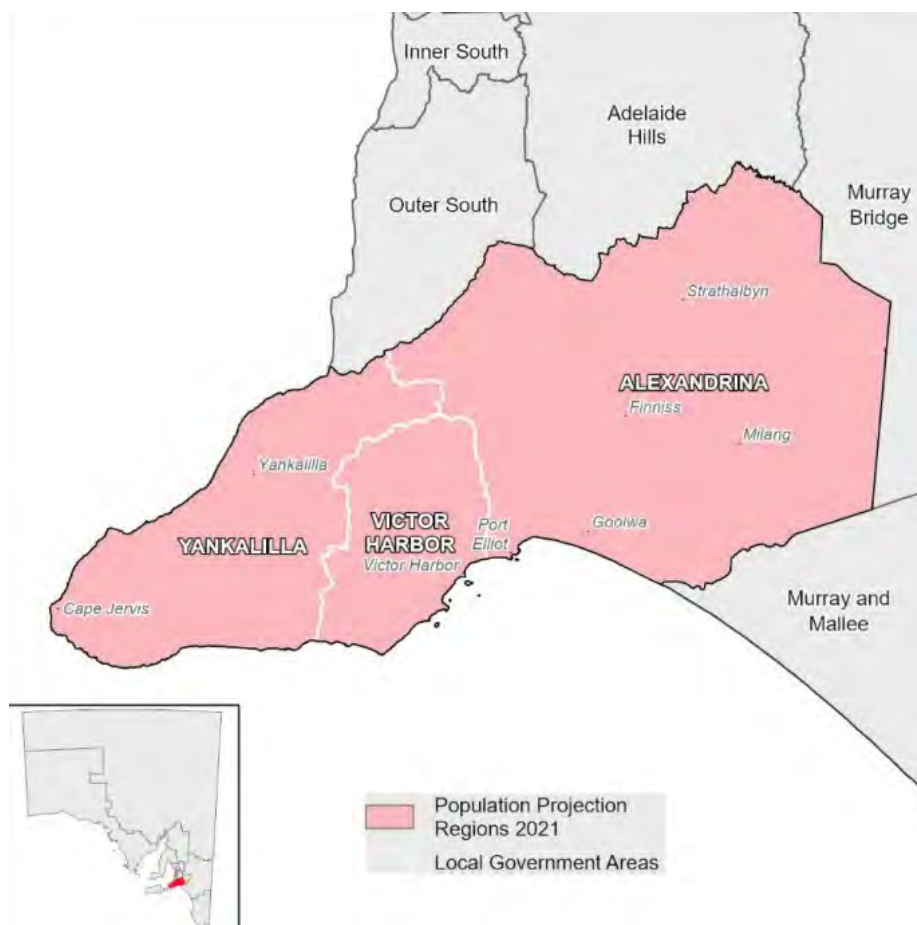
Existing electricity network infrastructure exists within the Murray Bridge region, including existing substations at Murray Bridge South, Murray Bridge North and Monarto South. The network is considered to contain some limited existing capacity to accommodate growth over the short term and will need to be supported by ongoing upgrades to the network. Significant upgrades to the network and land for additional substation requirements will be required to support longer term growth. Consideration will also need to be made to future transmission asset planning in the region, including ElectraNet's near-term network development priority for the South-East Expansion project to increase transfer capability and unlock renewable resources in the region.⁶²

⁶² [2023 Transmission Annual Planning Report Update \(electranet.com.au\)](https://www.electranet.com.au)

Fleurieu Peninsula

The Fleurieu Peninsula region is an attractive and economically diverse area. Industries include wine in Langhorne Creek, tourism, forestry, retirement services and a diverse range of agriculture. In 2021 there were 51,600 people living in the region. Since 2016, the population has increased by around 4,800 people. The Fleurieu Peninsula has many coastal and inland towns and is an attractive area for both tourism and retirement living.

The region is well serviced by the main townships of Victor Harbor, Goolwa, Strathalbyn and Yankalilla, and by its proximity to the Adelaide metropolitan area. However, long term growth opportunities beyond township boundaries are limited due to the EFPA that covers much of the region.



Key opportunities

- Growth in the Fleurieu Peninsula region is expected to be driven by jobs in agriculture sectors, and in tourism and retirement services industries.

Key issues

- The Fleurieu Peninsula region has an ageing population whilst also supporting more younger families represents challenges in providing appropriate access to social infrastructure (i.e. health and education).
- There is a need to maintain the unique and scenic character of the region's historic townships while providing housing choice.
- New employment land is required to support local jobs for a growing population.
- Trunk infrastructure is required to service growth areas at Victor Harbor and Goolwa.



Population

The region is set to experience significant population growth over the next 30 years. This region is heavily dominated by older age groups. It is projected this will continue over the next 20 years, as more people move to the region for retirement.

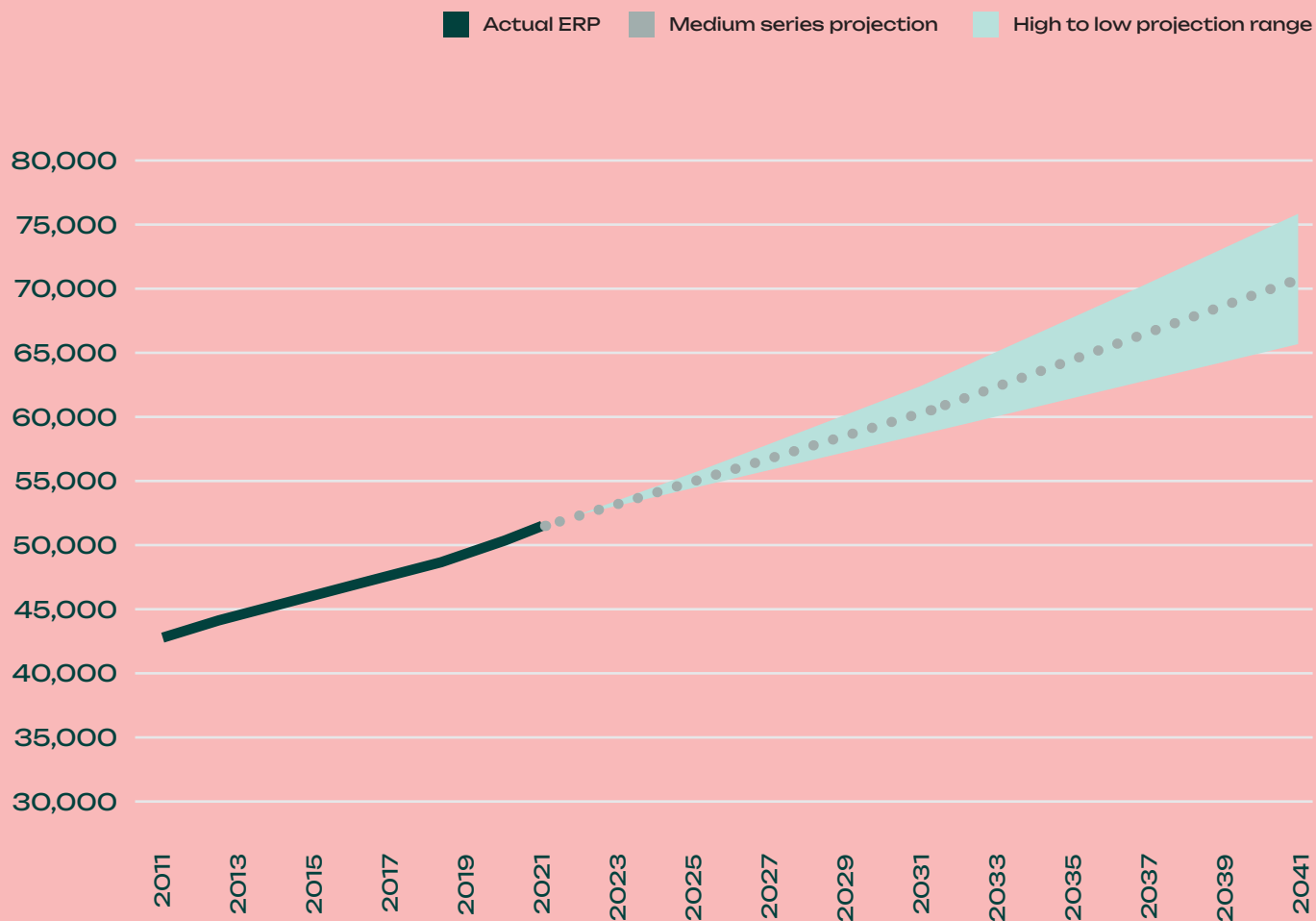
The 90+ age cohort will represent over 4% of the total population by 2051 compared to 1.5% in 2021. This represents significant challenges in terms of aged care, health and other aligned services and facilities. People aged between 75-89 will account for a further 18%, reinforcing the same needs.

People aged 35-49 will represent a further 14%. This is the age cohort represents growth in young families in the region representing a slight increase on the figures in 2021. This highlights the diverse range of challenges that need to be met within the region to support current and projected growth.

Table 16 - Projected population, Fleurieu Peninsula Region, 2021-2041

Year ending 30 June	Projection series		
	Low	Medium	High
	Total population		
2021	51,612	51,612	51,612
2041	65,649	70,754	75,862
2021-2041	14,037	19,142	24,250
	Average annual change		
2021-2041	702	957	1,212
2021-2041 (%)	1.36	1.85	2.35

Figure 51 - Projected population, Fleurieu Peninsula Region, 2021-2041



Housing targets

To ensure the region and its respective local government areas are well placed to manage anticipated growth, housing targets have been created to assist in local area planning. These targets were formulated using region specific information tied to projected population growth, the unique constraints and opportunities for each region and household formation to ensure they reflect the likely needs of their growing populations.

**Figure 52 - Housing Target
(Fleurieu Peninsula Land Supply)**

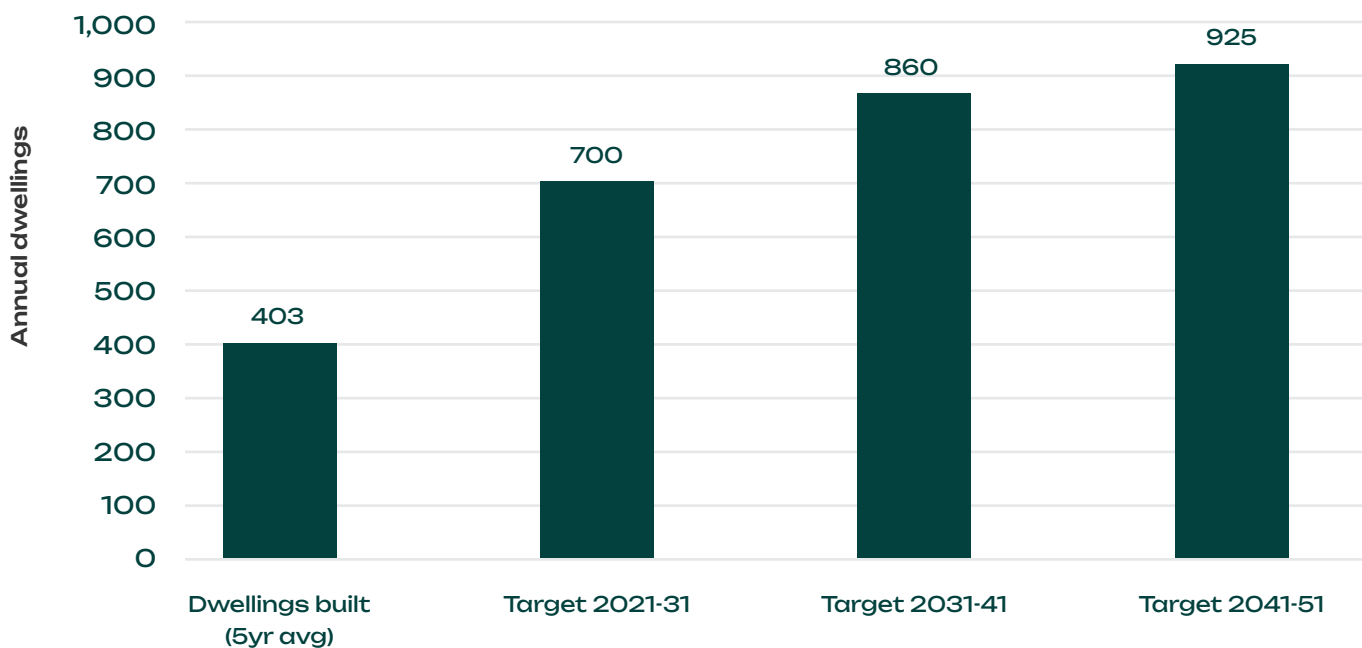
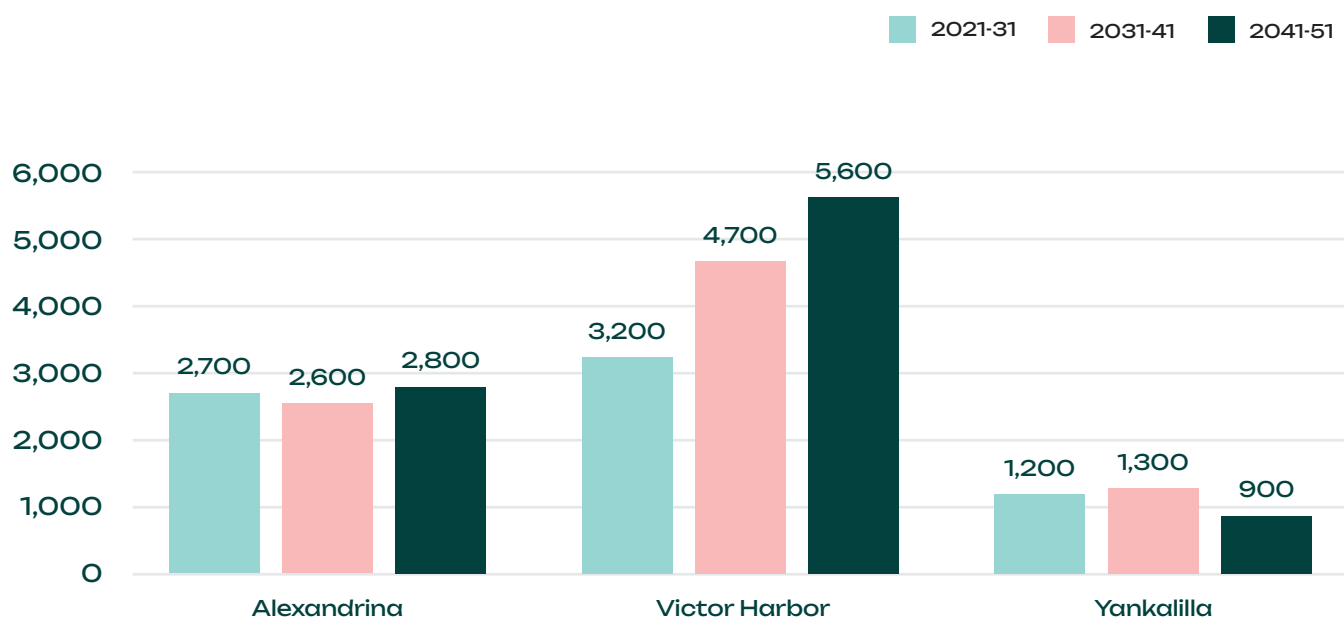


Figure 46 - Housing Target (by Local Government Area)



Housing land supply

Proposed lots 1,415 lots	Undeveloped zoned 5,060 lots	Future growth (current) 8,770 lots	Future growth (additional) 9,802 lots	Total 25,047 lots
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Over the last five years, an annual average of 350 additional dwellings were constructed across the region and its townships. Most of this development occurs within the townships of Victor Harbor, Strathalbyn and Goolwa. Based on current development trends, existing zoned supply will likely be consumed within the next 20 years.

To accommodate projected growth over the long-term, additional growth opportunities will need to be considered across the region, noting existing constraints associated with both the CPA (McLaren Vale) and the EFPA overlays. There may also be an additional supply as ageing housing stock is upgraded and replaced over time.

Proposed additional supply

Greenfield

Precinct	Description	Estimated dwelling yield
Victor Harbor	Five greenfield sub-areas have been identified in the vicinity of Victor Harbor. These sub-areas are located directly adjacent to Encounter Bay, along a portion of Inman Valley Road and in a cluster of three between Greenhills and Victor Harbor Roads. These areas have the potential to draw upon the significant infrastructure, lifestyle and employment offerings of Victor Harbor in the medium to long term.	6,600 dwellings
Goolwa	Four greenfield sub-areas have been identified near Goolwa and Middleton. These areas are located directly adjacent to areas already designated for future urban growth at Goolwa, with the sub-area at Middleton located north of the established urban area. Areas at Goolwa have the potential to be supported by future employment land parcels to the north, and adjacent to the airport in the west.	3,200 dwellings

Employment land supply

Occupied 315 ha	Vacant 33 ha	Future (current) 0 ha	Future (additional) 262 ha	Total 610 ha
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Most of the vacant land within the Fleurieu Peninsula region is located within precincts at Hindmarsh Valley and Port Elliot with limited supply available within Goolwa.

A total of 114 ha of employment land is expected to be required across the Fleurieu Peninsula region. Modelling indicates that existing supply is likely to become exhausted in the early-mid 2030s. 262 ha of additional future employment land has been identified to support the future growth of Victor Harbor and Goolwa.

Population growth is expected to result in demand for an additional 29,500 sq m of retail floor space over the forecast period. With the bulk of population growth expected in the vicinity of the three large centres (Victor Harbor, Strathalbyn and Goolwa) it is expected that the bulk of this will be delivered through greater intensity of use in these designated centres and main streets. Additional new neighbourhood or local centres in growth areas will also play a role in providing access to retail. It is estimated that around 8,000 sq m of floor space will be required to accommodate bulky good land uses.

Key infrastructure considerations

Key road networks within the Fleurieu Peninsula region include Victor Harbor Road and Alexandrina Road. Demand on the network increases during holiday peak periods. \$810 million has been committed by the federal and state governments for the Fleurieu Connections Projects (Main South Road and Victor Harbor Road duplication projects) to improve road connections to Adelaide.

Non-private vehicle travel connectivity options to Adelaide remain limited, and many people across the Fleurieu Peninsula region need to travel to Adelaide to access services. Opportunities to explore improved east-west connections between Victor Harbor and Goolwa and an enhanced local public transport network will support improved accessibility within the region together with Living Locally principles. Numerous arterial road safety upgrades will also be required to support future growth in the region.

The Fleurieu Peninsula region features an ageing population that places increased demand on the health network including aged care services. The Southern Fleurieu Health Service currently caters to the existing regional population and provides a range of medical and surgical services to patients from across the Fleurieu Peninsula region and surrounding communities. Many patients, particularly those requiring more complex treatment, must travel to Flinders Medical Centre. Education facilities in Victor

Harbor and Goolwa have some existing capacity to accommodate additional growth over the short to medium term.

Victor Harbor and Goolwa are serviced by the Myponga Water Treatment Plant and Myponga Reservoir. Towns supplied solely from the Myponga Reservoir have lower resilience than those with multiple sources. These towns may be prone to water shortages in extreme events. The Victor Harbor Water Treatment plant will need to be upgraded to meet future demands. Wastewater management capacity in Goolwa and surrounding townships cannot support significant additional population growth and further investigations are required to develop appropriate solutions.

There are several small wastewater treatment plants in the Fleurieu Peninsula region which generally serve local residential areas. Future network expansion and augmentation may be required to service future growth in the region.

The preparation of integrated water management plans as part of precinct structure planning could also help to reduce demands and diversify water sources for both existing and future growth areas, in addition to managing interfaces with waterways, groundwater and the coast.

Victor Harbor is exposed to both riverine (Inman and Hindmarsh River) and stormwater flooding. The low-lying nature of some of the town and some of its existing sea water ornamental lagoons are at risk from sea level rise with climate change. Goolwa is subject to similar flooding and sea level rise risks and further investigation is required to determine the extent and timeframe of impacts in order to propose management solutions.

Future growth areas and development will need to consider region-wide and local flood mitigation strategies to ensure the cumulative impacts of stormwater are considered and constraints identified.

This region is a popular tourist destination and offers an attractive lifestyle choice for retirees. Open space planning will therefore need to consider the diverse needs of residents and visitors, whilst also ensuring that the region's unique character is retained and enhanced. The Fleurieu Inter-Urban Break has been proposed for this region. It will build on the natural landscape features providing connected habitat and biodiversity corridors.

The electricity network within the Fleurieu Peninsula region contains some existing capacity to accommodate projected growth within the region over time, supported by ongoing upgrades to the network. Additional substation capacity and other network upgrades may be required in the region in the future to support future growth.

⁶³ [Fleurieu Connections - Department for Infrastructure and Transport - South Australia \(dit.sa.gov.au\)](https://www.dit.sa.gov.au)

Actions

No.	Outcome	Theme	Sub-theme	Title	Action Description	Timing	Responsibility	Region	SPP
1	More housing in the right places	People, Housing and Liveability	State-Significant Urban Renewal	Strategic Sites	Investigate the planning and non-planning mechanisms to ensure there are appropriate incentives (and equally, not significant barriers) to the creation of strategic sites.	2-3 years	DHUD-PLUS	Region-wide	SPP 6: Housing Supply and Diversity
2	Coordinated delivery of land use and infrastructure planning	Implementation and Delivery	Coordination and Delivery	Infrastructure Capacity Analysis	Undertake infrastructure capacity analysis and planning to inform refinements and prioritisation of infill and greenfield growth areas to facilitate the logical and orderly growth of Greater Adelaide.	2 years	DHUD-PLUS	Region-wide	SPP 1: Integrated Planning
3	Coordinated delivery of land use and infrastructure planning	Implementation and Delivery	Coordination and Delivery	Structure Planning Guidelines	Prepare and maintain structure planning guidelines to assist State Government, Local Government, utility providers and private sector in the planning for new growth areas.	1 year	DHUD-HIPDU	Region-wide	SPP 1: Integrated Planning
4	Coordinated delivery of land use and infrastructure planning	Implementation and Delivery	Coordination and Delivery	Local Government Strategic Planning	Local Government's undertake strategic planning for their local area to plan for the implementation of housing and employment growth targets and identify requirements and timing for local infrastructure and services to inform updates to the GARP.	2 years	Councils	Region-wide	SPP 1: Integrated Planning
5	More housing in the right places	People, Housing and Liveability	Greenfield and Township Development	Performance Measures for New Greenfield Development	Review policy relating to new greenfield development including the Master Planned Neighbourhood Zone and Land Division General policies to establish performance measures for new communities, including minimum housing diversity targets, accessibility to shops and services, environmental performance and open space provision.	3 years	DHUD-PLUS	Region-wide	SPP 6: Housing Supply and Diversity

No.	Outcome	Theme	Sub-theme	Title	Action Description	Timing	Responsibility	Region	SPP
6	More housing in the right places	People, Housing and Liveability	State-Significant Urban Renewal	Code Amendment to Increase Maximum Building Heights in the CBD	Increase maximum building heights in appropriate areas in conjunction with the Commonwealth Government and Adelaide Airport Ltd.	2 years	DHUD-PLUS	City of Adelaide	SPP 6: Housing Supply and Diversity
7	More housing in the right places	People, Housing and Liveability	State-Significant Urban Renewal	Code Amendment and Policy Review for Urban Corridors	Review Code policy and undertake a Code Amendment to: <ul style="list-style-type: none"> Establish minimum height and density requirements Improve integration of corridor development with established areas including interface height provisions Review incentive policies including significant development site provisions Review public notification and third-party appeal rights Review strengths and deficiencies of existing policy and learnings from exemplar corridor developments Establish a new Urban Corridor (Interface Zone) that can be applied along existing residential corridors and at the interface with more sensitive zones. 	5 years	DHUD-PLUS	Current Urban Corridor Zones	SPP 6: Housing Supply and Diversity
8	Liveable, Accessible and Inclusive Communities	People, Housing and Liveability	Aboriginal Cultural Heritage and Values	Engagement Guide for Sensitive and Respectful Aboriginal Engagement	Prepare a guide in collaboration with First Nations representatives to assist proponents with sensitive and respectful Aboriginal engagement and update the Code Amendment toolkit.	2 years	DHUD-PLUS	Region-wide	SPP 7: Cultural Heritage
9	Liveable, Accessible and Inclusive Communities	People, Housing and Liveability	Aboriginal Cultural Heritage and Values	Inclusion of Cultural Mapping into Regional Plans	Amend the Regional Plan to incorporate cultural mapping to identify potential significant landscapes and other culturally significant areas in conjunction with First Nations representatives.	3 years	DHUD-PLUS	Region-wide	SPP 7: Cultural Heritage

No.	Outcome	Theme	Sub-theme	Title	Action Description	Timing	Responsibility	Region	SPP
10	Liveable, Accessible and Inclusive Communities	People, Housing and Liveability	Aboriginal Cultural Heritage and Values	Planning with Country Guidelines	Develop Planning with Country guidelines that support the integration of Aboriginal Knowledge in structure planning and rezoning proposals.	3 years	DHUD-PLUS	Region-wide	SPP 7: Cultural Heritage
11	More housing in the right places	People, Housing and Liveability	Housing Diversity and Affordability	Affordable Housing Overlay	Apply the Affordable Housing Overlay to all zones that envisage residential development, including neighbourhood, township, settlement, and activity centre type zones	1 year	DHUD-PLUS	Region-wide	SPP 6: Housing Supply and Diversity
12	More housing in the right places	People, Housing and Liveability	Housing Diversity and Affordability	Affordable Housing Off-Set Scheme	Establish an Affordable Housing Off-Set Scheme to enable developers to pay into a fund to provide social and affordable housing in locations where it is not feasible to provide housing at affordable housing price-points.	1 year	DHUD-PLUS	Region-wide	SPP 6: Housing Supply and Diversity
13	Liveable, Accessible and Inclusive Communities	People, Housing and Liveability	Regional Open Space	Governance and Funding Models for Regional Open Space	Investigate new governance and funding models to establish, manage and equitably distribute regionally significant open space, including the Adelaide Parklands and to facilitate a new 'Northern Parklands'.	2 years	DHUD-ODASA	Region-wide	SPP 1: Integrated Planning
14	A Greener, Wilder and More Climate-Resilient Environment	Environment, Natural Resources and Landscapes	Coastal Environment	Coastal Processes and Hazard Mapping	Update coastal processes and hazard mapping including coastal flooding and storm surge, dune drift and coastal mangrove and saltmarshes to inform spatial amendments to the Coastal Areas Overlay and Coastal Flooding Overlay.	3-4 years	DEW	Region-wide	SPP 13: Coastal Environment
15	A Greener, Wilder and More Climate-Resilient Environment	Environment, Natural Resources and Landscapes	Coastal Environment	Coastal Areas Overlay Amendment	Amend the Coastal Areas Overlay, to incorporate additional Flooding Site and Floor Levels Technical and Numeric Variations.	2-5 years	DEW	Region-wide	SPP 13: Coastal Environment

No.	Outcome	Theme	Sub-theme	Title	Action Description	Timing	Responsibility	Region	SPP
16	A Greener, Wilder and More Climate-Resilient Environment	Environment, Natural Resources and Landscapes	Biodiversity	Biodiversity Mapping	Incorporate new biodiversity and habitat mapping that provides clear guidance on which areas need protection, which areas may be appropriate for development, and which areas need caution to provide greater certainty about regional biodiversity priorities.	2-4 years	DEW	Region-wide	SPP 4: Biodiversity
17	A strong economy built on a smarter, cleaner future.	Productive Economy	Employment Lands	Greater Edinburgh Parks Structure Plan	Review and update the structure plan for Greater Edinburgh Parks, including identification and costing of infrastructure.	2 years	DHUD, Renewal SA	Greater Edinburgh Parks	SPP 9: Employment Lands
18	A strong economy built on a smarter, cleaner future.	Productive Economy	Tourism	Tourism Development Code Amendment	Undertake a Code Amendment to facilitate appropriate tourism development within wine regions and protect valued landscape character.	1-2 years	DHUD-PLUS	Character Preservation Districts	SPP 9: Employment Lands
19	A strong economy built on a smarter, cleaner future.	Productive Economy	Primary Industry	Productive Land Value Mapping	Maintain contemporary productive land value mapping and identify key primary production assets that should be protected.	1-2 years	PIRSA	Region-wide	SPP 9: Employment Lands
20	A strong economy built on a smarter, cleaner future.	Productive Economy	Mineral and Energy Resources	Key Resource Areas Code Amendment	Identify and protect Key Resource Areas across Greater Adelaide including investigating the application of the Resource Extraction Zone and Resource Extraction Protection Overlay and new policy that addresses urban interface issues.	2 years	DEM	Region-wide	SPP 10: Mineral and Energy Resources
21	Coordinated delivery of land use and infrastructure planning	Implementation and Delivery	Infrastructure Charging	Pilot Infrastructure Scheme	Establish a pilot infrastructure scheme and review charging mechanisms to consider a range of fit for purpose funding mechanisms including new fixed charges.	2 years	DHUD-HIPDU	Region-wide	SPP 1: Integrated Planning

No.	Outcome	Theme	Sub-theme	Title	Action Description	Timing	Responsibility	Region	SPP
22	An integrated and connected region	Transport and Infrastructure	Strategic Transport Networks	State Transport Strategy	Develop the State Transport Strategy for South Australia to set strategic transport direction and guide future transport investment and services. Undertake public transport planning to support population growth and encourage mode shift in Greater Adelaide.	2 years	DIT	Region-wide	SPP 11: Strategic Transport Infrastructure
23	An integrated and connected region	Transport and Infrastructure	Infrastructure corridors and reserves	Future Infrastructure corridors and reserves	Undertake a Code Amendment to introduce policy seeking to protect future infrastructure corridors and reserves (e.g. freight, rail, utilities), to be placed on early commencement and completed in 2025.	1 year	DHUD-PLUS, DIT	Region-wide	SPP 11: Strategic Transport Infrastructure
24	An integrated and connected region	Transport and Infrastructure	Integrated Water Management, Security and Quality	Update the Land Supply Dashboard	Update the Land Supply Dashboard to provide a transparent program of water infrastructure planning linked to growth.	1 year	SA Water	Region-wide	SPP 14: Water Security and Quality
25	An integrated and connected region	Transport and Infrastructure	Social Infrastructure	Social Infrastructure Benchmarks	Establish and maintain social infrastructure benchmarks for new growth areas.	1 year	DHUD-HIPDU	Region-wide	SPP 1: Integrated Planning
26	A Greener, Wilder and More Climate-Resilient Environment	Environment, Natural Resources and Landscapes	Emissions and Hazardous Activities	Interface Management	Identify significant lawfully operating industries that may benefit from improved interface policy such as the application of the 'Interface Management Overlay' or 'Significant Interface Management Overlay'.	4 years	EPA	Region-wide	SPP 16: Emissions and Hazardous Activities
27	More housing in the right places	People, Housing and Liveability	Housing Diversity and Affordability	Infill Design Guidelines	Investigate planning and non-planning mechanisms (including infill design guidelines) that have potential to facilitate increased housing diversity.	2-3 years	DHUD-PLUS	Region-wide	SPP 6: Housing Supply and Diversity
28	More housing in the right places	People, Housing and Liveability	Locally-Significant Infill	General Infill Design Quality	Investigate amendments to the Code to refine guidance for general infill to improve design quality, including policy relating to car parking, private open space, storage and landscaping.	3 years	DHUD-PLUS	Region-wide	SPP 2: Design Quality

No.	Outcome	Theme	Sub-theme	Title	Action Description	Timing	Responsibility	Region	SPP
29	More housing in the right places	People, Housing and Liveability	Greenfield and Township Development	EFPA Review Schedule	Identify a schedule of areas to be considered for removal (and retained) from the EFPA during future reviews by the Commission to ensure a 15-year rolling supply of land to accommodate housing and employment growth.	2 years	DHUD-PLUS	Region-wide	SPP 6: Housing Supply and Diversity
30	Liveable, Accessible and Inclusive Communities	People, Housing and Liveability	State and Local Heritage	Adaptive Reuse of Heritage Places	Investigate including a broader range of possible land uses for heritage places in the Planning and Design Code generally (i.e. across all relevant zones or subzones) to facilitate greater adaptive reuse of heritage places.	3-5 years	DHUD-PLUS	Region-wide	SPP 7: Cultural Heritage
31	Liveable, Accessible and Inclusive Communities	People, Housing and Liveability	Landscape and Neighbourhood Character	Future Living Code Amendment and Co-Located Housing	Through the Future Living Code Amendment, establish co-located housing as a new housing typology envisaged in established neighbourhoods to facilitate delivery of new smaller housing options in conjunction with existing dwelling stock (and historic and character value) retention.	1-2 years	DHUD-PLUS	Region-wide	SPP 6: Housing Supply and Diversity
32	Liveable, Accessible and Inclusive Communities	People, Housing and Liveability	Landscape and Neighbourhood Character	Hills Face Zone Minor Boundary Anomaly Review	The Government supported in principle the recommendation of the Expert Panel for the Planning System Implementation Review that the Hills Face Zone be reviewed to consider minor boundary anomalies, subject to a definition of 'anomaly' being determined prior to doing so. DHUD-PLUS and the State Planning Commission will investigate a definition of 'anomaly' for consideration by the Minister for Planning.	3-5 years	DHUD-PLUS	Region-wide	SPP 1: Integrated Planning
33	Coordinated Delivery of Land Use and Infrastructure Planning	Implementation and Delivery	Coordination and Delivery	Land Supply Dashboard - Employment and Infrastructure Reporting	Update the land supply dashboard to include contemporary reporting on housing and employment land, and incorporate forward plans for trunk infrastructure, such as water, sewer, electricity and transport.	2 years	DHUD-PLUS	Region-wide	SPP 1: Integrated Planning

No.	Outcome	Theme	Sub-theme	Title	Action Description	Timing	Responsibility	Region	SPP
34	A strong economy built on a smarter, cleaner future.	Productive Economy	Waste and Resource Recovery	Embodied Carbon Policy Review	To aim for carbon neutrality, investigate policy approaches that enable the consideration of embodied carbon.	5 years	DHUD-PLUS	Region-wide	SPP 5: Climate Change
35	A Greener, Wilder and More Climate-Resilient Environment	Environment, Natural Resources and Landscapes	Urban Greening and Cooling	Urban Tree Canopy Overlay	Extend the application of the Urban Tree Canopy Overlay to apply to townships and master planned zones.	2 years	DHUD-PLUS	Region-wide	SPP 4: Biodiversity
36	Coordinated Delivery of Land Use and Infrastructure Planning	Implementation and Delivery	Coordination and Delivery	Outer North Region Structure Plan	Undertake a Structure Plan for the Outer North Land Supply Region of Greater Adelaide to identify and plan infrastructure requirements and prioritise orderly growth of residential and employment land development.	2 years	DHUD	Outer North Land Supply Region	SPP 1: Integrated Planning
37	A Greener, Wilder and More Climate-Resilient Environment	Environment, Natural Resources and Landscapes	Climate Change	Regenerative Toolkit	Develop a toolkit to assist State Government, Local Government, and the private sector to utilise regenerative approaches to planning.	5 years	DHUD-PLUS	Region-wide	SPP 5: Climate Change

F328

Adelaide skyline - South Australia



11.3 FINAL DRAFT ASSET MANAGEMENT PLANS

REPORT AUTHOR: Project Manager, Assets
GENERAL MANAGER: General Manager, Infrastructure & Major Projects
CONTACT NUMBER: 8366 4586
FILE REFERENCE: qA156423
ATTACHMENTS: A

PURPOSE OF REPORT

The purpose of this report is to advise the Council of the outcome of the community consultation on the draft Asset Management Plans and present the final draft Asset Management Plans to the Council for endorsement.

BACKGROUND

Pursuant to Section 122 (4) of the *Local Government Act 1999*, the Council must undertake a comprehensive review of its Strategic Management Plans, which includes the Council's Asset Management Plans, within two (2) years after each Local Government General Election.

RELEVANT STRATEGIC DIRECTIONS & POLICIES

The Council's Strategic Management Plan, *CityPlan 2030*, provides the framework upon which the Council's Strategic Management Plans are developed. The Council's suite of Strategic Management Plans currently incorporates the *CityPlan 2030*, the Long-Term Financial Plan (LTFP), the Asset Management Plans, and the Annual Business Plan and Budget.

FINANCIAL AND BUDGET IMPLICATIONS

The Asset Management Plans allow for the long-term planning of the renewal and upgrade of the City's infrastructure and assets, which in turn provides for the integration of projects from across the respective asset classes. This approach leads to improved efficiency and more effective use of the Council's financial and human resources, which in turn results in better outcomes for the community.

To this end, reference should be made each year to the Asset Management Plans when preparing the Annual Business Plan and Annual Budget, to ensure that the Council's broad outcomes, both financial and operational, are continuing to be achieved.

EXTERNAL ECONOMIC IMPLICATIONS

Not Applicable.

SOCIAL ISSUES

The Asset Management Plans set out how the Council intends to maintain, renew and upgrade its existing asset base. The Asset Management Plans identify the service standards that are to be set and maintained with respect to the roads, footpaths, stormwater drainage, open space and buildings. If assets are not maintained and renewed in line with the timing and standards set out within the respective Asset Management Plans, community well-being may be impacted upon through a reduction in service through the removal of assets (i.e., playgrounds, public facilities) from service or exposure to hazards resulting from inadequately maintained assets.

CULTURAL ISSUES

Not Applicable.

ENVIRONMENTAL ISSUES

Not Applicable.

RESOURCE ISSUES

Not Applicable.

RISK MANAGEMENT

The review of the Asset Management Plans has been undertaken to ensure that Council meets its legislative obligations, as set out in the *Local Government Act 1999*.

CONSULTATION

- **Elected Members**

An Elected Members Information Briefing Session was held 12 August 2024.

The Council's Audit & Risk Committee subsequently considered and endorsed the initial draft Asset Management Plans at its meeting held on 19 August 2024.

Elected Members considered the initial draft Asset Management Plans and endorsed their release for community consultation at its meeting held on 2 September 2024.

- **Community**

The Community was provided with the opportunity to comment on the draft Asset Management Plans from 4 September 2024 until 2 October 2024. The consultation was promoted via the following methods:

- the Council's website;
- the Council's Look East digital newsletter;
- social media posts via Facebook, LinkedIn and Instagram; and
- A4 posters at the Norwood Town Hall and at each of the Council's Libraries.

The draft Asset Management Plans were available for viewing at the Norwood Town Hall and at each of the Council's Libraries. Citizens could also download a copy of the initial draft Asset Management Plans from the Council's website.

The community had several options available to submit comments, including:

- completing an on-line feedback form, which was available on the Council's website;
- completing a hard copy feedback form, which was available at the Norwood Town Hall and at each of the Council's Libraries; or
- lodging a written submission.

At the conclusion of the consultation period, no submissions were received.

- **Staff**

Chief Executive Officer
Chief Financial Officer
General Manager, Infrastructure & Major Projects
Finance Business Partner
Manager, City Projects
Manager, Marketing & Place Activation
Events & Campaign Coordinator
Senior Graphic Designer

- **Other Agencies**

Not Applicable.

DISCUSSION

Asset management is the combination of financial, economic, engineering and other practices that are applied to the management and custodianship of physical assets with the objective of meeting the required level of service in the most cost-effective manner. Asset management planning ensures the delivery of services from an infrastructure perspective is provided in a financially sustainable manner.

The Asset Management Plans form part of the Council's suite of Strategic plans and set out the Council's approach to the management of Council owned assets over the lifecycle of each asset class, which includes acquisition, operational maintenance, renewal and disposal.

The Council has Asset Management Plans for each of the major asset classes:

- Civil Infrastructure, comprising:
 - roads (surface, pavement, kerbing and footpaths);
 - traffic control devices;
 - off-road carparks; and
 - shared paths.

- Stormwater Management, comprising:
 - culverts;
 - pipes; and
 - pits.

- Buildings, comprising:
 - external structures;
 - internal structures; and
 - services, including mechanical and electrical.

- Recreation and Open Space, comprising:
 - reserves and play equipment;
 - fences;
 - lighting; and
 - furniture (seats, benches, BBQs, bins and bus shelters).

Pursuant to Section 122 (6) of the Act, the Council must adopt a process or processes, to ensure that members of the public are given a reasonable opportunity to be involved in the development and review of its strategic management plans, which includes the Asset Management Plans.

No public comments or submissions regarding the draft Asset Management Plans were received during the community consultation period. As a result, no content changes are proposed to be made to the draft Asset Management Plans.

The final draft Asset Management Plans, which are contained in **Attachment A**, have been graphically designed and edited for the Council's adoption and publication.

OPTIONS

Not Applicable.

CONCLUSION

Given the existing services, asset renewal program and strategic projects which have been identified to be completed across the planning timeframe, the final draft Asset Management Plans represent a solution to the management of the competing demands of services and facilities to the community. The final draft Asset Management Plans seek to balance the funding needs of renewal infrastructure assets, with the timing of proposed upgrade or new infrastructure projects being linked to asset renewals, so that the existing levels of service can be maintained.

COMMENTS

Nil.

RECOMMENDATION

1. That the Asset Management Plans contained in **Attachment A**, be endorsed.
2. That the Chief Executive Officer be authorised to make any necessary editorial changes to the Asset Management Plans prior to them being published on the Council's website.

Attachments – Item 11.3

Attachment A

Final Draft Asset Management Plans





Asset Management Plan

Building Infrastructure

2025–2034



City of
Norwood
Payneham
& St Peters

Contents

Executive Summary	2
The City of Norwood Payneham & St Peters' Asset Management Plans, provide a comprehensive overview of the City's assets, including replacement value and condition of the assets, performance of the assets, service levels, and associated financial considerations.	
<i>Asset Management Plans</i>	<i>2</i>
<i>Asset Description</i>	<i>4</i>
<i>Levels of Service</i>	<i>4</i>
<i>Future Demand</i>	<i>4</i>
<i>Life-Cycle Management Plan</i>	<i>4</i>
<i>Asset Management Practices</i>	<i>4</i>
<i>Monitoring and Improvement Program</i>	<i>4</i>
<i>Financial Summary</i>	<i>5</i>
Introduction	6
<i>Background</i>	<i>6</i>
<i>Goals and Objectives of Asset Ownership</i>	<i>12</i>
Levels of Service	14
<i>Research and Community Expectations</i>	<i>14</i>
<i>Strategic and Corporate Goals</i>	<i>14</i>
<i>Legislative Requirements</i>	<i>16</i>
<i>Citizen Values</i>	<i>17</i>
<i>Citizen Levels of Service</i>	<i>19</i>
<i>Technical Levels of Service</i>	<i>20</i>

Future Demand	22	Financial Summary	34
<i>Drivers of Demand</i>	22	<i>Financial Statements and Projections</i>	34
<i>Demand Impact and Demand Management Plan</i>	22	<i>Funding Strategy</i>	36
<i>Demand Forecasts</i>	22	<i>Valuation Forecasts</i>	36
<i>Asset Programs to Meet Demand</i>	22	<i>Key Assumptions Made in Financial Forecasts</i>	36
<i>Climate Change and Adaptation</i>	24	<i>Forecast Reliability and Confidence</i>	36
Life-Cycle Management Plan	26	Plan Improvement and Monitoring	38
<i>Background Data</i>	26	<i>Status of Asset Management Practices</i>	38
<i>Operational Maintenance Plan</i>	27	<i>Improvement Plan</i>	38
<i>Renewal Plan</i>	28	<i>Monitoring and Review Procedures</i>	39
<i>Summary of Future Renewal Costs</i>	29	<i>Performance Measures</i>	39
<i>Acquisition Plan</i>	29		
<i>Disposal Plan</i>	29		
		References	40
Risk Management Planning	31	Appendices	41
<i>Critical Assets</i>	31	<i>Appendix A</i>	41
<i>Risk Assessment</i>	32	<i>Appendix B</i>	42
<i>Service and Risk Trade-Offs</i>	33	<i>Appendix C</i>	43
<i>Infrastructure Resilience Approach</i>	33	<i>Appendix D</i>	44

Executive summary

Asset Management Plans

The City of Norwood Payneham & St Peters' Asset Management Plans (AMPs), provide a comprehensive overview of the City's assets, including replacement value and condition of the assets, performance of the assets, service levels, and associated financial considerations. The primary aim of the AMPs is to ensure that the Council can deliver essential services, maintain assets, and achieve its strategic objective in a financially sustainable, appropriate and prudential manner over the short, medium, and long term.

The AMPs outline the management, inspection and replacement requirements associated with the prudent curation of assets, including projected annual expenditure over a ten-year planning horizon. The AMPs also set out the planned activities to align with the Council's strategic objectives, therefore ensuring continued services to the community.

Requirement under the Local Government Act 1999

Section 122 of the *Local Government Act 1999*, requires the Council to develop and adopt AMPs to guide the management and development of its infrastructure and major assets over a ten year planning horizon. This ensures that strategic asset management aligns with the Council's overarching strategic management plan (*CityPlan 2030: Shaping Our Future*) and the *Long-term Financial Plan* (LTFP), particularly in respect to asset renewal.





The Council's AMPs are set out in four separate documents, namely:

Civil Infrastructure

Stormwater Management

Buildings

Recreation and Open Space

Asset Description

The City's Building Infrastructure assets comprise of the following components:

- municipal buildings (such as the Norwood Town Hall);
- community facilities;
- recreation and leisure buildings and facilities;
- swimming centres; and
- public toilets.

The Building Infrastructure assets have a significant total renewal value currently estimated at \$162,360,300.

Levels of Service

The Council's present funding levels are sufficient to continue to provide existing services at current service levels.

The main impacts of the Council's planned budget expenditure are:

- assets are replaced accordingly taking into account the condition of the asset and intended useful-life of the particular asset; and
- the standard of the assets in respect to compliance with the relevant standards, legislation and guidelines.

Future Demand

The main demands for new services are generated by:

- the impacts of climate change;
- increased use of Building Infrastructure assets due to an increase in population; and
- increased demand for sustainability practices due to climate change.

These demands will be approached using a combination of managing existing assets, upgrading existing assets and providing new assets to meet demand. Demand management practices can also include a combination of non-asset solutions, insuring against risks and managing failures, including:

- monitoring of the condition of assets; and
- undertaking community expectation surveys.

Life-Cycle Management Plan

What does it Cost?

The forecast life-cycle costs necessary to provide the services covered by this AMP, includes operational maintenance, renewal, acquisition, and disposal of assets. Although the AMP may be prepared for a range of time periods, it typically informs a long-term financial planning period of ten years. Therefore, a summary output from the AMP is the forecast of total outlays over a ten year period which in respect to the Building Infrastructure assets is estimated at \$101,564,665 or \$10,156,466 on average per year.

Asset Management Practices

The Council's systems that are used to manage assets include:

- the Council's asset management system;
- the Council's financial system; and
- the Council's strategic and planning documents.

Monitoring and Improvement Program

The next steps resulting from this AMP, in respect to improving asset management practices are to:

- formalise ongoing monitoring and reporting of improvement plan tasks and performance measures;
- assist the development of a Council wide Buildings and Facilities Strategy allowing alignment of its objectives with the AMP and LTFP;
- review and amend Business Unit structure to improve accountability for Building and Facility Management
- establish formal condition rating process of building infrastructure;
- develop further the risk assessment and management planning;
- improve GIS data storage system integration with asset database;
- review resilience of critical infrastructure;
- integrate building assets with asset management system; and
- integrate climate risk assessment into asset management planning.

Financial Summary

What the Council will do

Estimated available funding for the ten year period (2024–2025 to 2033–2034) is \$102,759,372 (or \$10,275,937 on average per year) as set out in the Council’s Long-term Financial Plan (LTFP). This is approximately 100% of the cost to sustain the current level of service at the lowest life-cycle cost.

In practice, only what is funded in the LTFP can be provided. The informed decision-making depends on the AMP emphasising the consequences of planned budgets on the service levels which are provided and the associated risks.

The anticipated planned budget for the City’s Building Infrastructure assets, results in a nil shortfall for the forecast life-cycle costs required to provide services in the AMP compared with the planned budget currently included in the LTFP. This is shown in Figure 1 below.

The Council plans to undertake the following in respect to the City’s Building Infrastructure assets:

- provision of operational maintenance and renewal works for existing assets to meet current service levels; and
- undertaking of major acquisition works within the ten year planning period consisting of upgrade of the Payneham Memorial Swimming Centre and Norwood Library as set out in the Council’s LTFP.

What the Council cannot do

Works and services that cannot be provided under present funding levels are:

- undertaking of major acquisition works which are not set out in Council’s LTFP; and
- provision of operational maintenance and renewal works above the current service levels.

Managing the Risks

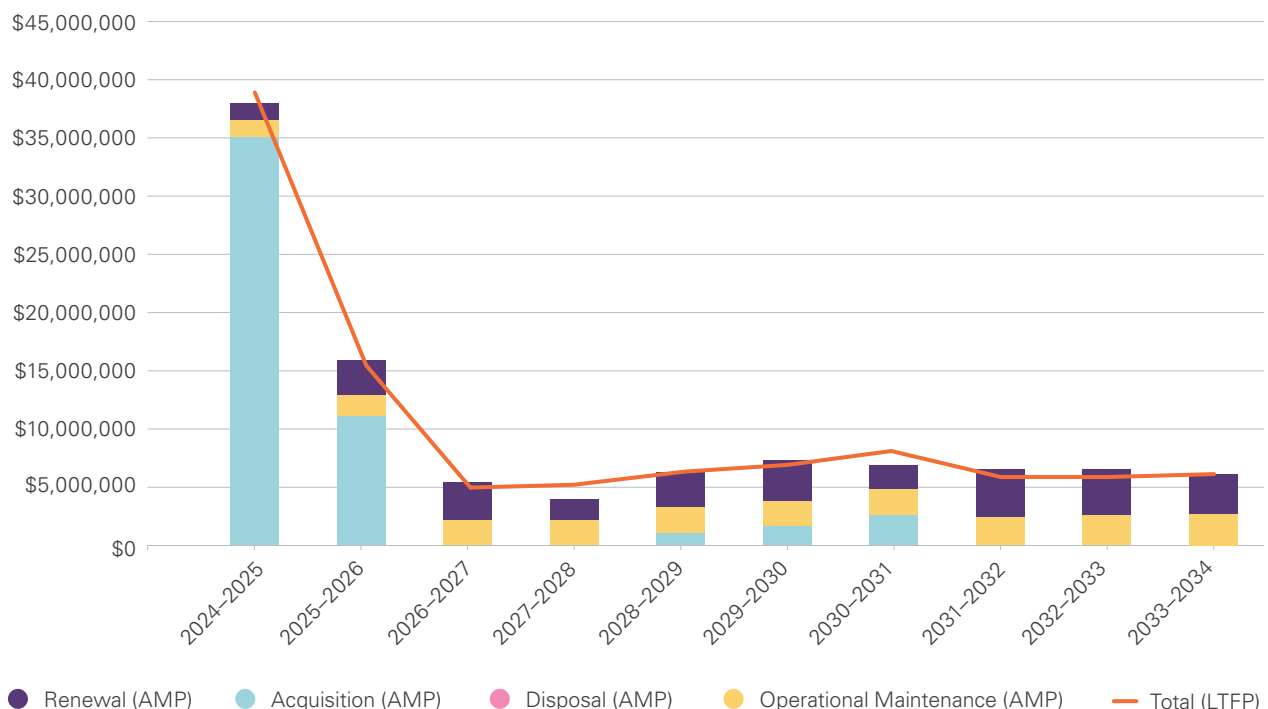
If there is forecast work (operational maintenance, renewal, acquisition or disposal) that cannot be undertaken due to insufficient financial resources, then this could result in service consequences for users. These include:

- increased risk of asset failure due to deferred operational maintenance works;
- service provided by assets not to the standard of the users; and
- loss of Council’s reputation.

The Council will endeavour to manage these risks within the available funding allocation by:

- finding efficiencies within the current operational maintenance program; and
- increasing proactive inspections and maintenance.

Figure 1: Forecast Life-Cycle Costs and Planned Budgets



Introduction

Background

This AMP sets out the requirements for the sustainable delivery of services through the management of assets, compliance with regulatory requirements and required funding to provide the appropriate levels of service over the long-term planning period.

The Council has a strong focus on asset management, with continuous improvements during the revision of the AMP. Integration of acquisition and renewal planning is undergoing continuous improvement to ensure the minimum required investment provides the greatest value outcomes.

This AMP is to be read in conjunction with the following key planning documents:

CityPlan 2030: Shaping Our Future

Long-term Financial Plan

Annual Business Plan

Access & Inclusion Policy

Asset Management Policy

City of Norwood Payneham & St Peters
Community Survey Outcomes



NORWOOD CONCERT HALL

WELCOME TO THE
2024
EASTSIDE
BUSINESS
AWARDS

INDAILY

Norwood Concert Hall

Strategic Direction

The Council's strategic direction is guided by four Outcomes or Pillars which contribute to the realisation of the Council's Vision and are based on the four Pillars of the Quadruple Bottom Line (QBL) framework. The four Outcomes are **Social Equity, Cultural Vitality, Economic Prosperity and Environmental Sustainability**.

For our City, adding the fourth Pillar of culture to the traditional Triple Bottom Line (TBL) approach to decision making of environmental, social and economic sustainability, highlights the importance of protecting and enhancing our City's unique character and strong 'sense of place'.

The Objectives set out in *CityPlan 2030: Shaping Our Future*, which outline the priorities for what needs to happen to achieve the four Outcomes, reflect the community's aspirations, the policy commitments which have been made by the Council and the likely trends and issues which the City will face in achieving the objectives set out in *CityPlan 2030*.

CityPlan 2030 plays a pivotal role in guiding the City of Norwood Payneham & St Peters towards the community's vision for the future. Achieving the objectives and strategies contained in *CityPlan 2030*, requires transparent and accountable governance structures and processes which are both flexible and responsive to the future opportunities and challenges that will present themselves.

It will also require a positive 'can-do attitude' and approach to ensure that the Council realises the future which we want for ourselves and the next generations, rather than just 'letting things happen'.

We exist to improve the Well-being of our citizens and our community, through:

Social Equity

Cultural Vitality

Economic Prosperity

Environmental Sustainability



Strategic Planning Framework

In working towards our vision, all of the programs, projects and services which the Council delivers are structured into four key outcome areas, referred to as the 'Four Pillars' of Community Well-being.



Key Stakeholders in the Asset Management Plan

Key Stakeholder Roles

Key stakeholders who have been involved in the preparation and implementation of this AMP are shown in Table 1 below.

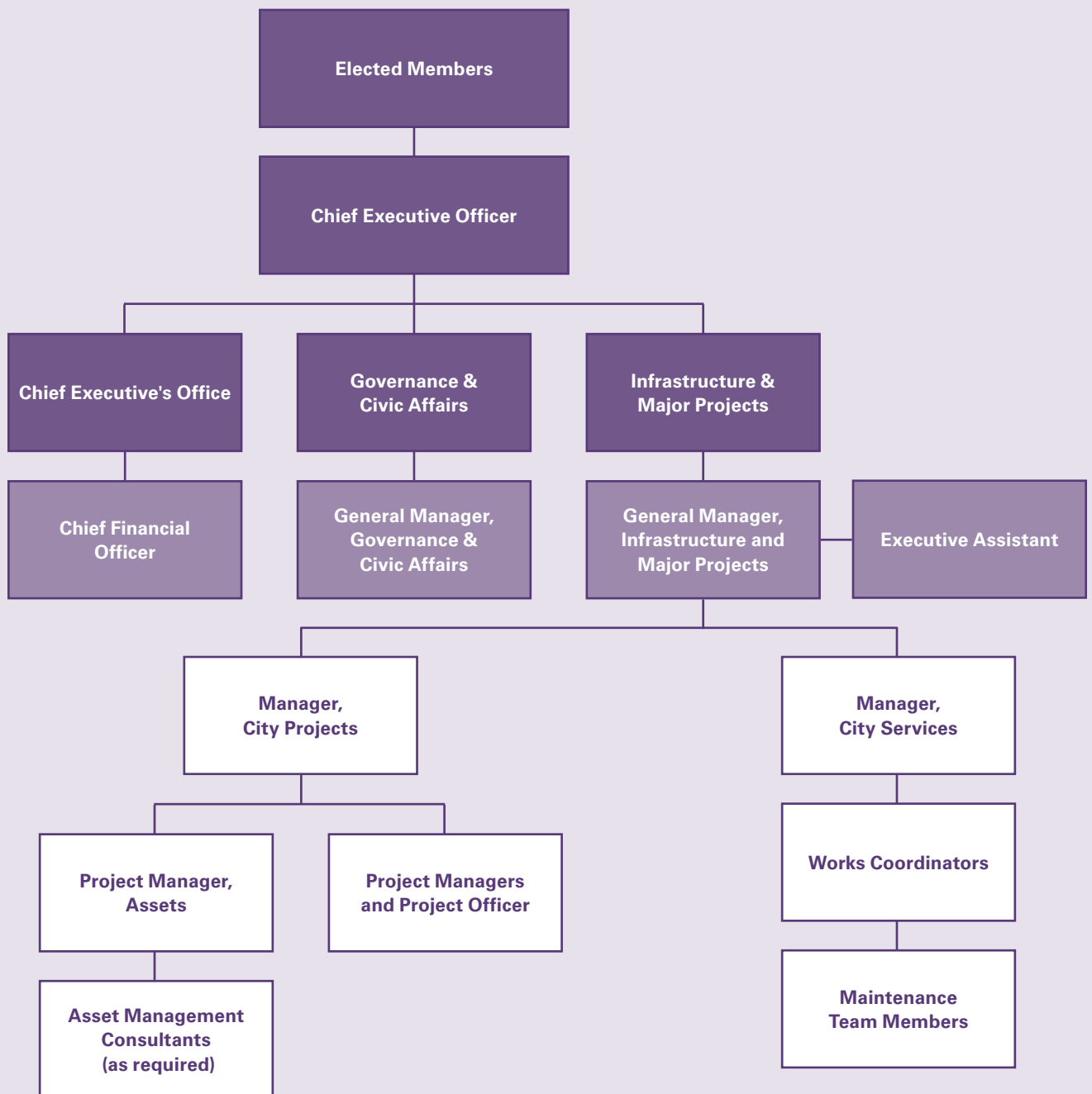
Table 1: Key Stakeholders and their Roles

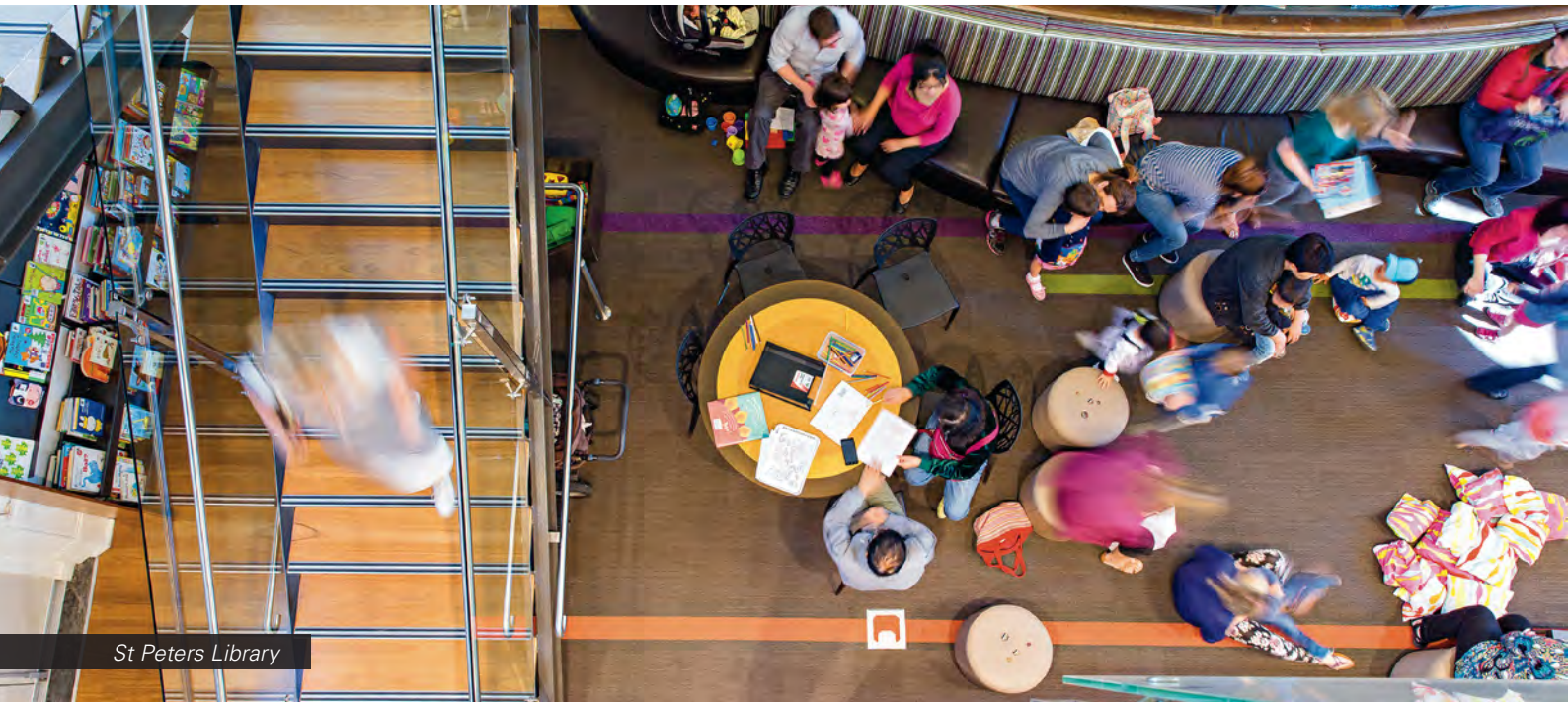
Key Stakeholder	Role in AMP
Elected Members	Representing the needs of the community and stakeholders, decide on the allocation of resources to meet planning objectives in providing services while managing risks and ensure services are sustainable.
Chief Executive Officer	Endorse the development of the AMP and provide resources (as funded by the Council) required to complete the task.
General Manager, Infrastructure & Major Projects Manager, City Projects	Set high level priorities for asset management development and support the implementation of actions resulting from this AMP.
Chief Financial Officer, Chief Executive's Office General Manager, Governance & Civic Affairs	Develop supporting policies in respect to matters such as capitalisation and depreciation. Provide GIS applications and support.
Asset Management Consultants	Prepare asset sustainability and financial reports incorporating asset depreciation in compliance with current accounting standards. Host and consolidate asset register including updating valuations, capitalisation and disposals. Provide support for development of the AMP and the implementation of effective asset management principles. Independently endorse asset revaluation methodology.
Project Manager, Assets	Responsible for the overall development of the AMP. Coordinate input of other stakeholders into the AMP. Manage the periodic collection of asset condition data.
Project Managers and Project Officer	Assist the Project Manager, Assets in the development of the AMP.
Manager, City Services Works Coordinators Maintenance Team Members	Provide local knowledge level of detail of the assets. Describe the maintenance standards deployed and the ability to meet the technical and citizen levels of service.
External Parties	Citizens; Local Business Owners and Operators; Utilities; Developers; and Federal and State Governments.

Key Stakeholder Structure

The Council’s organisational structure for the management and service delivery associated with infrastructure assets is detailed in Figure 2 below.

Figure 2: Key Stakeholder Structure





St Peters Library

Goals and Objectives of Asset Ownership

The Council's objective in respect to the management of infrastructure assets, is to meet the defined level of service (as amended from time to time) in the most cost-effective manner for present and future citizens. The key elements of infrastructure asset management are:

- providing a defined level of service and monitoring performance;
- managing the impact of growth through demand management and infrastructure investment;
- taking a life-cycle approach to developing cost-effective management strategies for the long-term that meet the defined level of service;
- identifying, assessing and appropriately controlling risks; and
- linking to the LTFP which identifies required, affordable forecast costs and how it will be allocated.

Key elements of the planning framework are:

- **levels of service** – specifies the services and levels of service to be provided;
- **future demand** – how this will impact on future service delivery and how this is to be met;
- **life-cycle management** – how to manage its existing and future assets to provide defined levels of service;
- **financial summary** – what funds are required to provide the defined services;
- **asset management practices** – how the Council manages the provision of the services;
- **monitoring** – how the AMP will be monitored to ensure objectives are met; and
- **asset management improvement plan** – how the Council increases asset management maturity.

Other references to the benefits, fundamentals principles and objectives of asset management are:

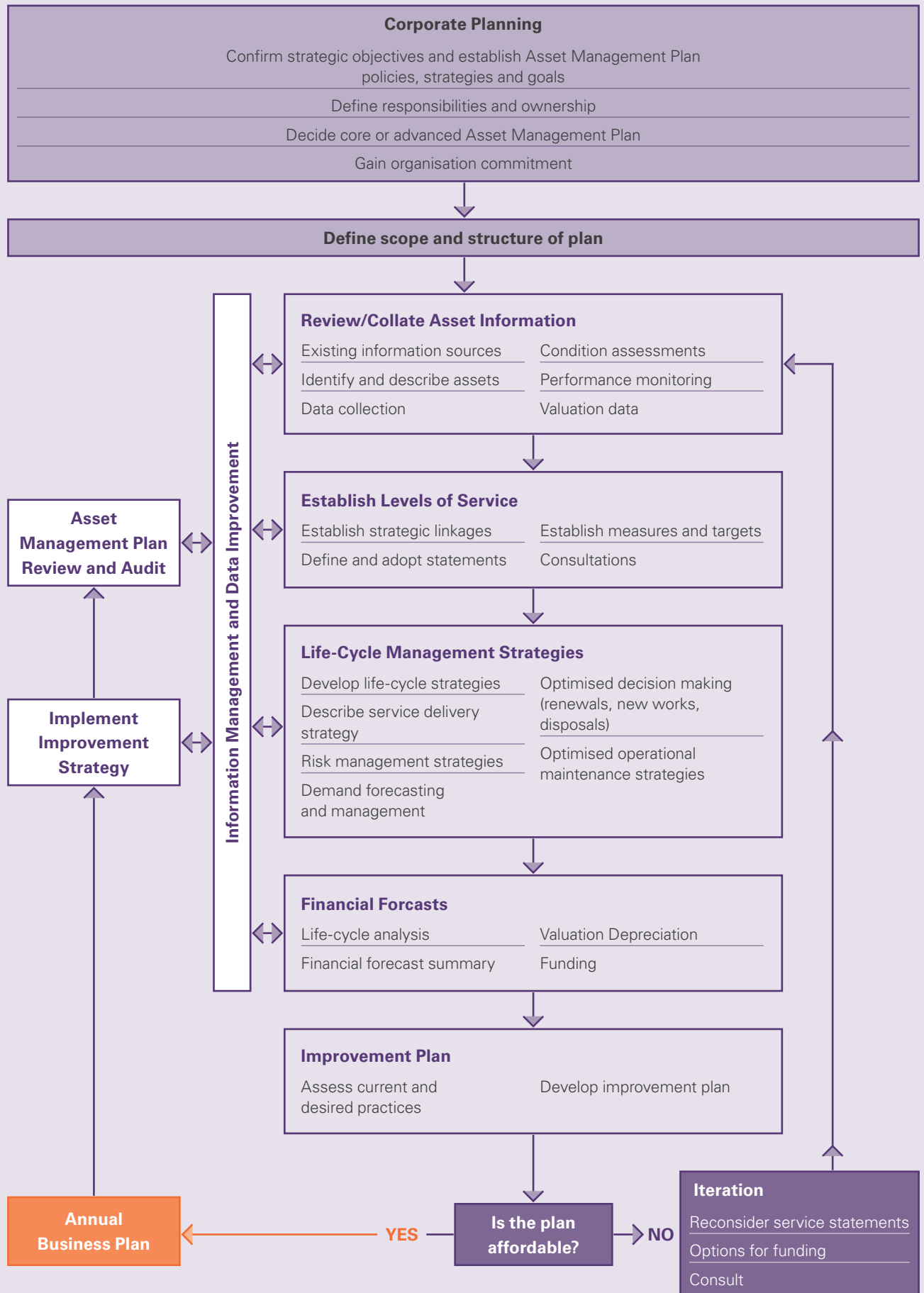
- International Infrastructure Management Manual 2015 ¹; and
- International Organisation for Standardisation (ISO) 55000 ².

A road map used for preparing an AMP is shown in Figure 3 (page 13).

¹ Based on IPWEA 2015 IIMM, Sec 2.1.3

² ISO 55000 Overview, principles and terminology

Figure 3: Road Map for Preparing an Asset Management Plan



Source: IPWEA, 2006, IIMM, Fig 1.5.1

Levels of Service

Research and Community Expectations

The Council conducts Biennial Community Surveys to establish how the Council is performing in a number of key indicators. Community Surveys have been conducted in 2009, 2011, 2013, 2017, 2019 and 2021, with the most recent survey undertaken in 2023.

The survey uses a 5-point scale to determine satisfaction levels, with 1 being Very Dissatisfied and 5 being Very Satisfied. The last version of the AMP included data up to 2019. Table 2 below summarises the results from the Council's Community Surveys.

Table 2: Resident Satisfaction Survey Levels

Performance Measure	Satisfaction Level						
	2023	2021	2019	2017	2013	2011	2009
Overall Infrastructure Satisfaction	3.8	3.9	3.8	3.8	4.0	4.0	3.6
The Presentation & Cleanliness of the Council Area	4.0	4.2	4.1	4.1	4.2	4.1	4.0
Swimming Pools	3.7	4.1	4.1	NA	NA	NA	NA
Library Services	4.4	4.4	4.5	NA	NA	NA	NA
Community Halls and Centres	4.0	4.1	3.9	NA	NA	NA	NA

Strategic and Corporate Goals

This AMP has been prepared in accordance with the Council's Vision, Mission, Goals and Objectives as set out in its Strategic Management Plan, *CityPlan 2030: Shaping our Future*.

Council's strategic objectives, and how these are addressed in this AMP, are summarised in Table 3 (page 15).

The Vision contained in *CityPlan 2030* is:

'A City which values its heritage, cultural diversity, sense of place and natural environment.

A progressive City which is prosperous, sustainable and socially cohesive, with a strong community spirit.'

Table 3: Objectives and how these are addressed in this Asset Management Plan

Convenient and accessible services, information and facilities

CityPlan 2030 Outcome

Social Equity: An inclusive, connected, accessible and friendly community.

How goals and objectives are addressed in the AMP

Development of service levels provided by the infrastructure and the balancing of this with the available funding and acceptable risk.

A people-friendly, integrated and sustainable transport network

CityPlan 2030 Outcome

Social Equity: An inclusive, connected, accessible and friendly community.

How goals and objectives are addressed in the AMP

Building assets exist to support and provide services to the community.

Planning the long-term management of these assets is essential to the sustainability of these services.

Mitigating and adapting to the impacts of climate change

CityPlan 2030 Outcome

Environmental Sustainability: A leader in environmental sustainability.

How goals and objectives are addressed in the AMP

Identification of climate change impacts and transition risks to enable appropriate resources to be identified and provided.

Legislative Requirements

There are a number of legislative requirements relating to the management of assets. Legislative requirements that impact upon the delivery of the Building Infrastructure assets are set out in Table 4 below.

Table 4: Legislative Requirements

Legislation	Requirement
Aboriginal Heritage Act 1988	An act to provide for the protection and preservation of the Aboriginal heritage, and for other purposes.
Australian Accounting Standards	Standards applied in preparing financial statements, relating to the valuation, revaluation and depreciation of transport assets.
Australian Standards	Council's infrastructure projects are undertaken in accordance with Australian Standards, or in the absence of, best practice techniques.
Building Code of Australia	Sets out minimum standards for construction of new assets. Also provides minimum standards for new properties.
Disability Discrimination Act 1992	Provides protection for everyone in Australia against discrimination based on disability. It encourages everyone to be involved in implementing the act and to share in the overall benefits to the community and the economy that flow from participation by the widest range of people.
Environmental Protection Act 1993	Provides the regulatory framework to protect South Australia's environment, including land, air and water.
Highways Act 1926	An act to provide for the appointment of a Commissioner of Highways, and to make further and better provision for the construction and maintenance of roads and works and for other purposes.
Local Government Act 1999	Sets out role, purpose, responsibilities and powers of local governments including the preparation of a Long-term Financial Plan supported by Asset Management Plans for sustainable service delivery.
Planning Development and Infrastructure Act 2016	An act to provide for matters that are relevant to the use, development and management of land and buildings.
Retail and Commercial Leases Act 1995	An act regulating the leasing of certain properties.
Retail and Commercial Leases Amendment Act 2019	
Work Health and Safety Act 2012	Provides minimum standards for health and safety of individuals performing works.

Citizen Values

Service levels are defined in three ways: Citizen Values, Citizen Levels of Service and Technical Levels of Service.

Citizens Values indicate:

- what aspects of a service is important to the citizen;
- whether they see value in what is currently being provided; and
- the likely trend over time based on the current budget provision.

A summary of the satisfaction measure being used, the current feedback and the expected performance based on the current funding level is set out in Table 5 below.

Table 5: Citizen Values

Citizen Values	Citizen Satisfaction Measure	Current Feedback	Expected Trend Based on Planned Budget
The Presentation & Cleanliness of the Council Area	Community Survey	Community survey results indicate that: <ul style="list-style-type: none"> • this is the most important factor which impacts overall infrastructure satisfaction • satisfaction has slightly decreased when compared to 2019 (i.e., when the AMP was last reviewed) 	Likely to remain unchanged, as forecast operational maintenance works are not likely to significantly change.
Swimming Centres	Community Survey	Community survey results indicate that: <ul style="list-style-type: none"> • this is the eighth most important factor which impacts overall satisfaction with community services • satisfaction has decreased when compared to 2019 	Likely to increase significantly once the Payneham Memorial Swimming Centre Project is completed
Library Services	Community Survey	Community survey results indicate that: <ul style="list-style-type: none"> • this is the fourth most important factor which impacts overall satisfaction with community services • satisfaction has slightly decreased when compared to 2019 	Likely to increase significantly once the Norwood Library Redevelopment Upgrade Project is completed
Community Halls and Centres	Community Survey	Community survey results indicate that: <ul style="list-style-type: none"> • this is the third most important factor which impacts overall satisfaction with community services • satisfaction has slightly increased when compared to 2019 	Potential to increase subject to development of strategy and strategic alignment of building asset renewal work with the strategy



Citizen Levels of Service

The Citizen Levels of Service are considered in terms of:

Quality: How good is the service?

What is the condition or quality of the service?

Function: Is it suitable for its intended purpose?

Is it the right service?

Capacity: Is the service over or under used?

Does the Council need more or less of these assets?

A summary of the performance measure being used, the current performance and the expected performance based on the current funding level is set out in Table 6 below.

Confidence levels of current performance and expected trend are set out in Table 6 below and are categorised as follows:

High: professional judgement supported by extensive data;

Medium: professional judgement supported by data sampling; or

Low: professional judgement with no data evidence.

Table 6: Citizen Levels of Service Measures

Type of Measure	Level of Service	Performance Measure	Current Performance	Expected Trend Based on Planned Budget
Quality	Asset condition is <i>'fit for purpose'</i>	Community Survey on The Presentation & Cleanliness of the Council Area	Community survey results indicate satisfaction has remained consistent with 2019 (i.e., when the AMP was last reviewed)	No change, as expired assets are renewed as required
	Confidence level:		High	Medium
Function	Accessibility	Public areas of Council buildings to provide access to individuals of all abilities	High-usage and high-risk areas are being reviewed from an accessibility perspective and issues are being addressed progressively	New assets that are installed as part of building assets will be required to meet DDA access requirements Several audits scheduled for 2024-2025 to identify issues and increase confidence levels for the accessibility
	Confidence level:		Medium	High
Capacity	Capacity of assets to meet demands	Community Survey	The usage of various Council services (swimming pools, libraries, community halls & centres) have increased since 2019	Upcoming upgrades to Payneham Memorial Swimming Centre and Norwood Library, will increase the capacity of these facilities to meet demand in those specific areas
	Confidence level:		High	Medium

Technical Levels of Service

Technical Levels of Service refers to the performance standards that define how well Council's assets meet their intended function. These technical measures relate to the activities and allocation of resources to best achieve the desired community outcomes and demonstrate effective performance.



Norwood Swimming Centre

Technical service measures are linked to the activities and annual budgets covering:

Acquisition: the activities that are undertaken to provide a higher level of service or a new service that did not exist previously (e.g. purchase of new building);

Operational Maintenance: the regular activities that are undertaken to retain an asset as near as practicable to an appropriate service condition (e.g. crack repairs);

Renewal: the activities that are undertaken to ensure the service capability is retained (e.g. replacement of air conditioning system); and

Disposal: the activities associated with the disposal of a de-commissioned asset including sale, demolition or relocation (e.g. demolition of a building).

Service and asset managers plan, implement and control technical service levels to influence the service outcomes.³

Table 7 (page 21) sets out the activities expected to be provided under the current planned budget allocation and the forecast activity requirements being recommended in this AMP.

³ IPWEA, 2015, IIMM

Table 7: Technical Levels of Service

Life-Cycle Activity	Purpose of Activity	Activity Measure	Current Performance (LTFP)	Recommended Performance (AMP)
Acquisition	Upgrade of the Council's Swimming Centres and Libraries facilities	Quantity	The Payneham Memorial Swimming Centre and Norwood Library are programmed to be upgraded	The Payneham Memorial Swimming Centre and Norwood Library are programmed to be upgraded
	Gifted infrastructure from developers	Incorporate into asset register upon ownership	Occurs on an ad-hoc basis dependent on development	Occurs on an ad hoc basis dependent on development
	Budget:		\$51,101,956 over ten years	\$51,101,956 over ten years
Operational Maintenance	Operational maintenance works (e.g. cleaning, crack repairs, inspections) conducted on building assets	Frequency	As required and based on previous years' budgets	As required and based on previous years' budgets
	Asset Condition Assessment	Frequency	Asset Condition Assessment undertaken once every five years	Asset Condition Assessment undertaken once every five years
	Budget:		\$20,822,831 over ten years	\$20,822,831 over ten years
Renewal	Replacement of critical assets	Frequency	As budgeted within the LTFP. Development of a Buildings and Facilities Strategy will assist in the efficient scheduling of renewal to align with strategic priorities.	As required based on standard useful life and strategic organisational priorities
	Budget:		\$30,834,585 over ten years	\$29,639,878 over ten years
Disposal	Disposal of assets no longer in use	As identified in the AMP	No assets identified as no longer in use	No assets identified as no longer in use
	Budget:		\$0 over ten years	\$0 over ten years

It is important to regularly monitor the service levels provided by the Council as these will change. The current performance is influenced by work efficiencies and technology and community priorities will change over time.

Future Demand

Drivers of Demand

Drivers affecting demand include (but are not limited to), changes in population, legislation, changes in demographics, seasonal factors, vehicle ownership rates, consumer preferences and expectations, technological changes, economic factors, agricultural practices and environmental awareness.

Demand Impact and Demand Management Plan

The impact of demand drivers that may affect future service delivery and use of assets are shown in Table 8 (page 23).

Demand for new services will be managed through a combination of managing existing assets, upgrading of existing assets and providing new assets to meet demand and demand management. Demand management practices can include non-asset solutions, insuring against risks and managing failures.

Opportunities identified to date for demand management are shown in Table 8 (page 23). Further opportunities will be developed in future revisions of this AMP.

Asset Programs to Meet Demand

The new assets required to meet demand may be acquired, donated or constructed and these assets are discussed on page 30 under 'Acquisition Plan'.

Acquiring new assets will commit the Council to increased ongoing operational maintenance and renewal costs for the period that the service provided from the assets is required. These future costs are identified and considered in developing forecasts of future operational maintenance and renewal costs for inclusion in the LTFP (refer to page 26 under 'Life-Cycle Management Plan').



Felixstow Reserve

Table 8: Demand Management Plan

Demand Driver	Current Position	Projection	Impact on Services	Demand Management Plan
Climate change	Refer to page 24 under 'Climate Change and Adaptation'.			
Change in frequency of use	A significant number of residential properties within the City have a swimming pool	The creation of smaller allotments in line with State Government policies may not provide sufficient private open space within which to install swimming pools	Increased use of swimming centres and the consequent increased rate of deterioration of building assets	Increase condition assessment and inspections of assets
Change in user requirements	Some building facilities do not have DDA-compliant access	Ongoing demand from the community to ensure access into facilities for the disabled	Some facilities will not be DDA compliant	Ensure that DDA-compliance is included in designs of building facility upgrades and renewals



Climate Change and Adaptation

The impacts of climate change can have a significant impact on the assets which the Council owns and manages and the services which are provided. In the context of the asset management planning process, climate change can be considered as both a future demand and a risk.

How climate change impacts on the City's assets can vary significantly, depending on the location and the type of asset and services that are provided, as will the way in which the Council responds and manage these impacts.

As a minimum, the Council should consider both how to manage existing assets given the potential impacts of climate change and how to create resilience and adapt to climate change when undertaking any new works or acquisitions.

In line with Council's carbon reduction targets, future upgrades and acquisitions of Council building assets will be required to incorporate environmentally sustainable design elements to reduce the operational and embodied carbon emissions of Council buildings.

Opportunities which have been identified to date to manage the impacts of climate change on existing assets are shown in Table 9 below.

Table 9: Managing the Impact of Climate Change on Assets

Climate Change Description	Projected Change	Potential Impact on Assets and Services	Management
Temperature	Higher maximum temperatures, longer and more intense heat waves	Increased deterioration of externally-located elements of building and structures. Increased energy use and costs and demand for cooling. Potentially increased demand for facilities as cooling refuges.	Increase monitoring of externally-located elements as required. Building design and energy management practices to account for increased demands.
Storm Events and Flooding	Increased rainfall and wind intensity	Increased deterioration of externally-located elements of building and structures. Potential for internal flooding damage.	Increase monitoring of externally-located elements as required



Norwood Oval - Grandstand

The way in which the Council constructs new assets, should take into consideration the opportunity to build in resilience to the impacts of climate change. Developing resilience has a number of benefits including but not limited to:

- assets will be able to withstand the impacts of climate change;
- reduced operating costs;
- greater comfort for building occupants and users;
- services can be sustained; and
- assets that can endure the impacts of climate change may potentially lower the life-cycle cost and reduce their carbon footprint.

Table 10 below sets out some asset climate change resilience opportunities.

These initiatives are currently being implemented within Council projects where possible. However, it is acknowledged that the impact of climate change on assets is a complex and evolving issue, and further opportunities will be developed in future revisions of this AMP.

Table 10: Developing Asset Resilience to Climate Change

New Asset Description	Climate Change Impacts on Assets	Build Resilience in New Works
Externally-located building elements	Higher temperatures, increased extreme heat, storms and flooding	Integrate environmentally sustainable and climate resilient assets with lower operational and embodied carbon emission footprint

Life-Cycle Management Plan

The Life-Cycle Management Plan details how the Council plans to manage and operate the assets at the agreed levels of service while managing life-cycle costs.

Background Data

Physical Parameters

The assets covered by this AMP are shown in Table 11 below and the age profile of the assets included in this AMP are shown in Figure 4 below.

Table 11: Assets Covered by this Asset Management Plan

Asset Category	Replacement Value (\$)
Municipal Buildings	58,322,000
Community Buildings	24,161,000
Culture Facilities	14,983,300
Recreation & Leisure Buildings	64,894,000
TOTAL	162,360,300

Asset Capacity and Performance

Assets are generally provided to meet design standards where these are available. However, there is insufficient resources to address all known deficiencies. Locations where deficiencies in service performance are known are detailed in Table 12 below.

Table 12: Known Service Performance Deficiencies

Location	Service Deficiency
Access into facilities	The standards and guidelines for access may have changed following the construction of new facilities and building assets
Painting	Painting of external and internal walls and ceilings are not renewed when required leading to poor condition and performance
Energy efficiency	Poor insulation and inefficient heating and cooling, including gas appliances, requiring upgrade to improve energy efficiency

The above service deficiencies have been identified through the asset condition assessments and reviews undertaken in recent years. They are intended to be addressed through renewals and / or upgrade works. The identified service deficiencies are addressed systematically through the annual works programs and operational maintenance works wherever feasible.

Condition of Assets

The condition of assets is currently monitored by undertaking a condition assessment of the Building Infrastructure assets once every five years, the last being in the 2022–2023 financial year. Annual inspections of the worst-conditioned assets are completed to inform the following year’s asset renewal program.

A formal condition rating has not been historically provided with Building Infrastructure condition assessments.

The output has consisted of defects lists and associated maintenance requirements. The condition assessment rating system is to be formalised prior to the next condition data collection (scheduled for the 2027–2028 financial year).

It will be crucial to align building defects lists, condition data and strategic planning in the future, to enhance the general condition of assets and meet future demands proactively.

Operational Maintenance Plan

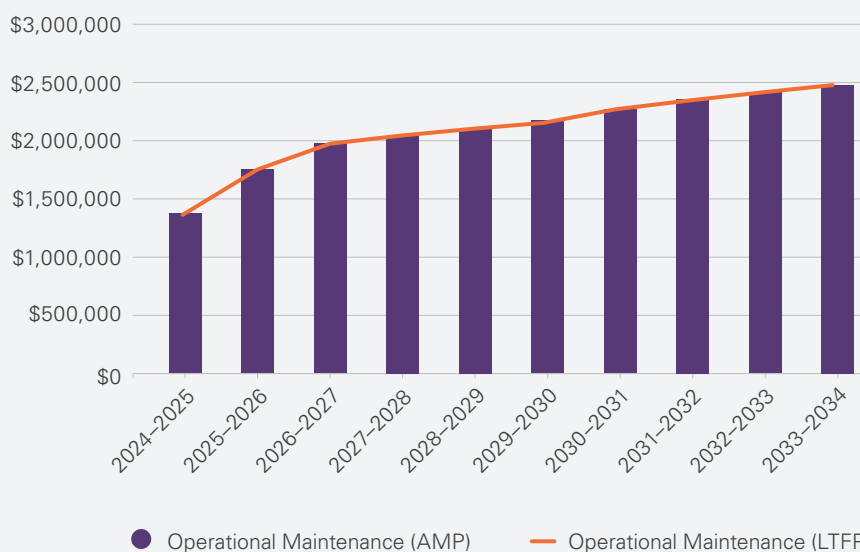
Operational maintenance works focus on the efficiency of assets to ensure the achievement of organisational objectives and the improvement of performance. They include all actions necessary for retaining an asset as near as practicable to an appropriate service condition including regular ongoing day-to-day work necessary to keep assets operating.

Examples of typical operational maintenance activities include asset inspections and patch repairs.

Summary of Forecast Operational Maintenance Costs

Forecast operational maintenance costs are expected to vary in relation to the total value of the asset stock. If additional assets are acquired, the future operational maintenance costs are forecast to increase. If assets are disposed, the forecast operational maintenance costs are expected to decrease. Figure 4 below shows the forecast operational maintenance costs relative to the proposed operational maintenance planned budget.

Figure 4: Operational Maintenance Summary



Additional operational maintenance costs due to the undertaking of acquisition projects have been allowed for. However, these additional costs will be required to be monitored to ensure that the same service levels are being provided following the acquisition of new assets.

Renewal Plan

Renewal involves major capital work which does not significantly alter the original service provided by the asset, but restores, rehabilitates, replaces or renews an existing asset to its original service potential. Work over and above restoring an asset to original service potential is considered to be an acquisition resulting in additional future operational maintenance costs.

The typical 'useful lives' of assets used to develop projected asset renewal forecasts are shown in Table 13 below.

Renewal Ranking Criteria

Asset renewal is typically undertaken to either:

- ensure the reliability of the existing infrastructure to deliver the service it was constructed to facilitate; or
- to ensure the infrastructure is of sufficient quality to meet the service requirements.⁴

It is possible to prioritise renewals by identifying assets or asset groups that:

- have a high consequence of failure;
- have high use and subsequent impact on users would be significant;
- have higher than expected operational maintenance costs; and
- have potential to reduce life-cycle costs by replacement with a modern equivalent asset that would provide the equivalent service.⁵

Table 13: Useful Lives of Assets

Asset Category	Useful Life
Air Conditioning	15 to 30 years
Communications Systems	20 to 25 years
Doors	15 to 30 years
Electrical Infrastructure	15 to 30 years
Fire System	10 to 30 years
Floors	15 to 50 years
Kitchens	20 to 30 years
Lifts	25 to 30 years
Plumbing	15 to 40 years
Roof	30 to 40 years
Security Systems	25 years
Smoke Alarm Systems	25 years
Solar Systems	25 years
Stairs	50 years
Ventilation Systems	15 to 30 years
Walls	15 to 30 years
Windows	30 years

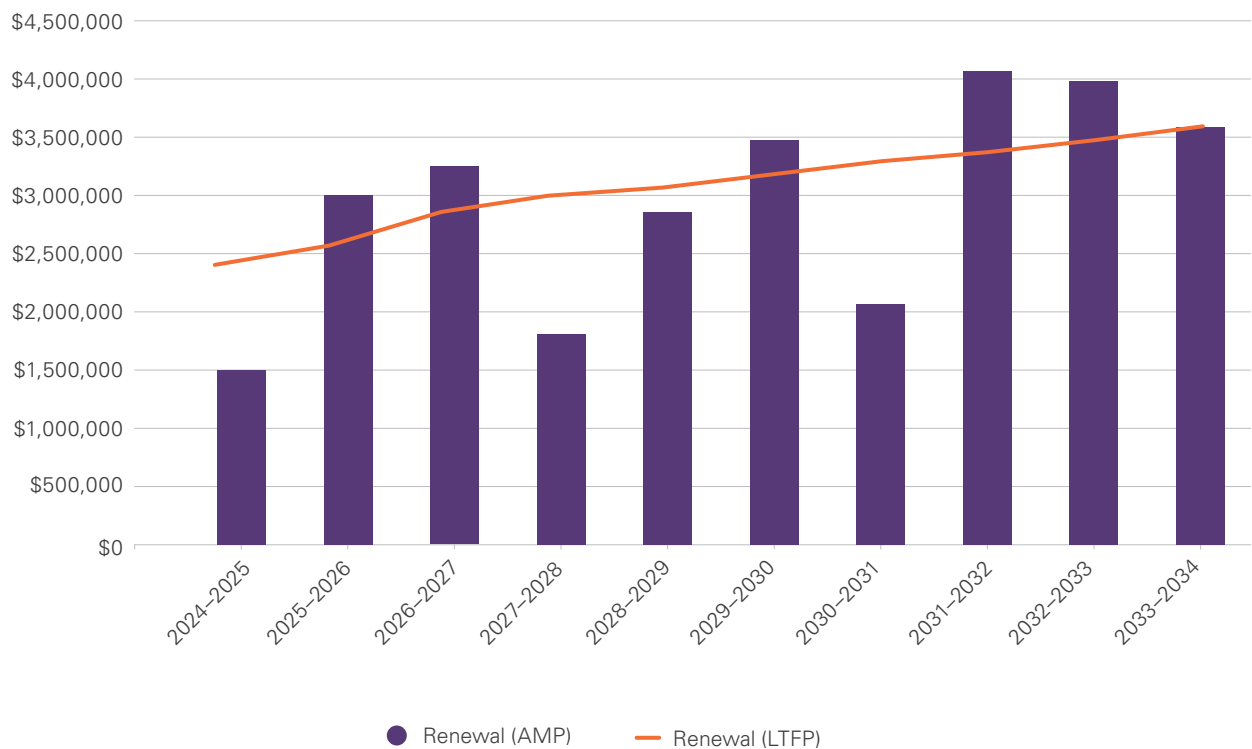
⁴ IPWEA, 2015, IIMM, Sec 3.4.4

⁵ Based on IPWEA, 2015, IIMM, Sec 3.4.5

Summary of Future Renewal Costs

The forecast costs associated with renewals are shown relative to the proposed renewal budget in Figure 5 below.

Figure 5: Forecast Renewal Costs



The Council intends to undertake a strategic review of all of the Council's building assets with the objective of developing a Building and Facilities Strategy. This document will drive the strategic direction of the Building Infrastructure renewals. Once the Strategy has been finalised, the findings will be reviewed from a renewals perspective. At that time, the AMP and LTFP will be reviewed and updated accordingly.

Acquisition Plan

Acquisition reflects new assets that did not previously exist or works which will upgrade or improve an existing asset beyond its existing capacity. They may result from growth, demand, social or environmental needs. Assets may also be donated to the Council.

The acquisition projects included in the AMP are projects that are identified within Council’s strategies.

Summary of future asset acquisition costs

Forecast acquisition asset costs are summarised in Figure 6 below and shown relative to the proposed acquisition budget.

The major forecast acquisition expenditure during 2024–2025 and 2025–2026 is primarily in relation to the Payneham Memorial Swimming Centre Project.

Expenditure on new assets and services will be accommodated in the Council’s LTFP, but only to the extent that there is available funding.

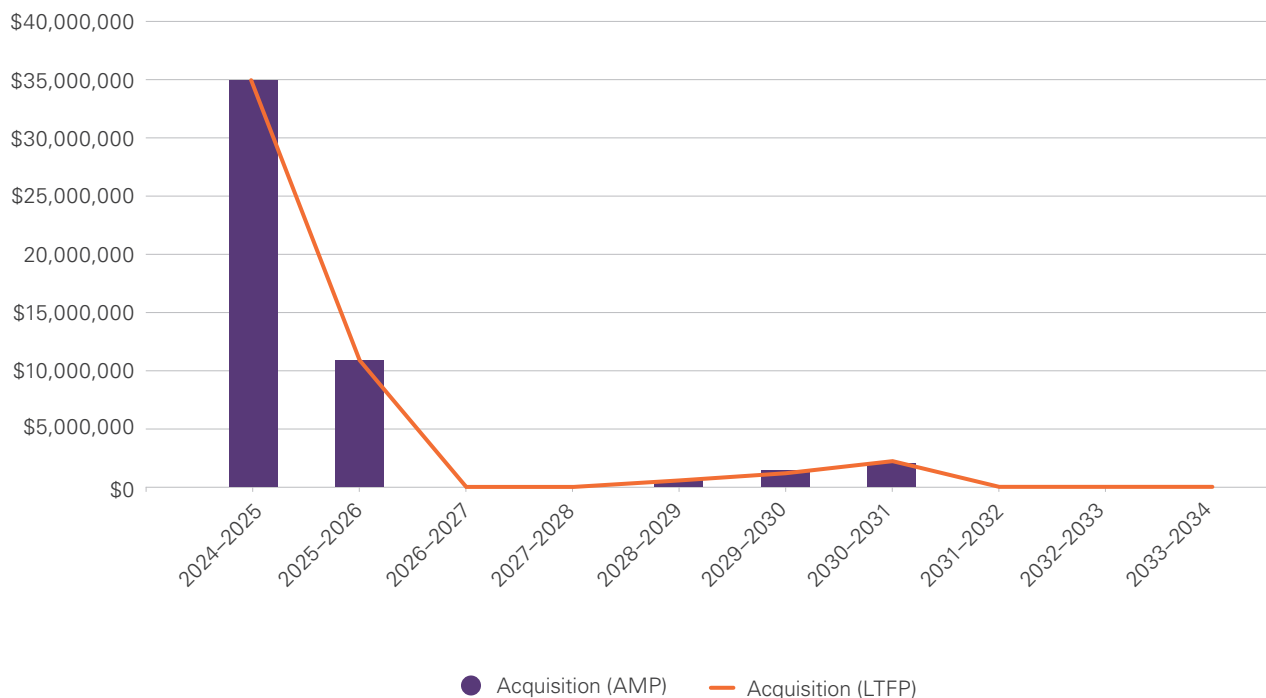
The proposed new and upgraded projects associated with the Building Infrastructure assets have been programmed to be constructed in conjunction with the renewal and acquisition requirements of other asset classes, such as road reseals or recreation and open space upgrades, wherever possible, to increase the efficiency of expenditure. Programming of new works and upgrades has been taken into account with the development of the LTFP to ensure that the Council has the financial capacity to afford the proposed new and upgraded assets.

Disposal Plan

Disposal includes any activity associated with the disposal of a decommissioned asset including sale, demolition or relocation.

At this stage, there are no disposal costs forecasted in the next ten years.

Figure 6: Forecast Acquisition Costs



Risk Management Planning

The purpose of risk management associated with infrastructure assets is to document the findings and recommendations resulting from the periodic identification, assessment and treatment of risks associated with providing services from infrastructure, using the fundamentals of International Standard ISO 31000:2018 Risk management – Principles and guidelines.

Risk Management is defined in ISO 31000:2018 as: 'coordinated activities to direct and control with regard to risk'.⁶

An assessment of risks associated with service delivery will identify risks that will result in loss or reduction in service, personal injury, environmental impacts, a 'financial shock', reputational impacts, or other consequences. The risk assessment process identifies credible risks, the likelihood of the risk event occurring, and the consequences should the event occur. The risk assessment should also include the development of a risk rating, evaluation of the risks and development of a risk treatment plan for those risks that are deemed to be non-acceptable.

Critical Assets

Critical assets are defined as those which have a high consequence of failure causing significant loss or reduction of service. Critical assets have been identified and along with their typical failure mode, and the impact on service delivery are summarised in Table 14 below.

By identifying critical assets and failure modes, an organisation can ensure that investigative activities, condition inspection programs, operational maintenance and capital expenditure plans are targeted at critical assets.

Table 14: Critical Assets

Critical Assets	Failure Mode	Impact
Essential building services (e.g. electrical, fire, mechanical, security)	Deterioration and fault within the system	Building deemed non-compliant
Council-operated buildings providing essential services	Deterioration (age, third-party damage)	Unable to provide essential services to the community

⁶ ISO 31000:2009

Risk Assessment

The risk management process used is shown in Figure 7.

The risk management process is an analysis and problem-solving technique that is designed to provide logical process for the selection of treatment plans and management actions to protect the community against unacceptable risks.

The process is based on the fundamentals of International Standard ISO 31000:2018.

The risk assessment process identifies credible risks, the likelihood of the risk event occurring, the consequences should the event occur, development of a risk rating, evaluation of the risk and development of a risk treatment plan for unacceptable risks.

An assessment of risks associated with service delivery will identify risks that will result in loss or reduction in service, personal injury, environmental impacts, a ‘financial shock’, reputational impacts or other consequences. This is outlined in Table 15 below.

Figure 7: Risk Management Process – Abridged

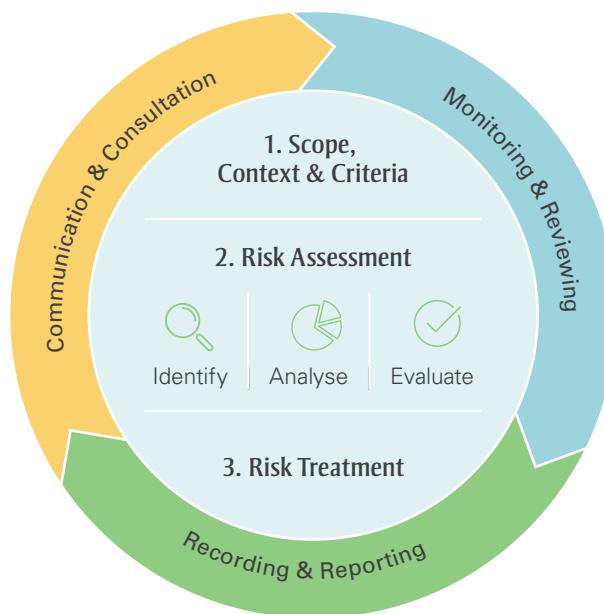


Table 15: Risks and Treatment Plans

Service or Asset at Risk	Risk Event	Impact Category	Risk Rating	Risk Treatment Plan	Residual Rating
Community Facilities (e.g., St Peters Child Care Centre, Concert Hall, Norwood Swimming Centre)	In the absence of a Building and Facilities Strategy, the programming of renewal works may not be optimal. The undertaking of renewal projects which might not align with future building use or requirements, or necessary projects are not undertaken or are deferred due to lack of clarity regarding future usage and investment. Assets deteriorate faster than expected.	Service / Reputation	High (7)*	Development of Buildings and Facilities Strategy to enable optimal long-term renewal and acquisition planning. In the meantime, improved liaison with facility managers and users to improve prioritisation and alignment of operations, maintenance and renewal works	Medium (17)*
Access into buildings	Non-compliance with respect to DDA requirements	Service / Reputation	High (7)*	Engage access consultants to review the most urgent issues (high-risk, high-usage). Program the recommended remediation works into the works program	Medium (17)*

* Refer to Risk Matrix in Table 16 (page 33).

Table 16: Council's Risk Matrix

A 'risk rating'—sometimes known as the risk level—is obtained by applying the likelihood and consequence in the context of existing and proposed control measures to arrive at the level of risk, as per the Risk Matrix shown below.

	Catastrophic	Major	Moderate	Minor	Insignificant
Almost Certain	Extreme 1	Extreme 4	High 8	High 10	Substantial 15
Likely	Extreme 2	Extreme 5	High 9	Substantial 14	Medium 20
Possible	Extreme 3	High 7	Substantial 13	Medium 19	Low 23
Unlikely	High 6	Substantial 12	Medium 17	Low 21	Low 24
Very Unlikely	Substantial 11	Medium 16	Medium 18	Low 22	Low 25

Service and Risk Trade-offs

The decisions made when adopting this AMP have been based on the objective of achieving the optimum benefits from the available resources (financial and human).

What the Council cannot do

Works and services that cannot be provided under present funding levels are:

- undertaking of major acquisition works which are not set out in Council's LTFP; and
- provision of operational maintenance and renewal works above the current service levels.

Service Trade-off

If there is forecast work (operational maintenance, renewal, acquisition or disposal) that cannot be undertaken due to insufficient resources, then this will result in service consequences for users. These service consequences include:

- increased risk of asset failure due to deferred operational maintenance works;
- service provided by assets not to the standard expected by the users; and
- loss of Council's reputation.

Risk Trade-off

The forecast works not being undertaken due to insufficient resources may sustain or create risk consequences.

These risk consequences include:

- unsafe condition of assets leading to user risk;
- service provided by assets not to the standard expected by the users; and
- loss of the Council's reputation.

The Council will endeavour to manage these risks within the available funding allocation by:

- finding efficiencies within the current operational maintenance program; and
- increasing proactive inspections and maintenance.

Infrastructure Resilience Approach

The resilience of the Council's critical infrastructure is vital to the ongoing provision of services to the community. To adapt to changing conditions, the Council needs to understand its capacity to 'withstand a given level of stress or demand' and to respond to possible disruptions to ensure continuity of service.

Resilience is built upon aspects such as response and recovery planning, financial capacity, climate change and crisis leadership.

The Council does not currently measure its resilience in service delivery. This will be included in future iterations of the AMP.

Financial Summary

This section contains the financial requirements resulting from the information presented in the previous sections of this AMP. The financial projections will be improved as the discussion on desired levels of service and asset performance matures.

Financial Statements and Projections

Asset Valuations

The best available estimate of the value of assets included in this AMP are shown below. The assets are valued 'at cost to replace' service capacity:

Current (Gross) Replacement Cost	\$162,360,300
Depreciable Amount	\$162,360,300
Depreciated Replacement Cost⁷	\$66,685,474
Depreciation during the 2022–2023 Financial Year	\$2,233,881

Sustainability of Service Delivery

There are two key indicators of sustainable service delivery that have been considered in developing this AMP, namely:

- Asset Renewal Funding Ratio (proposed LTFP renewal budget for the next ten years / forecast AMP renewal costs for next ten years); and
- medium term forecast costs / proposed budget (over ten years of the planning period).

Asset Renewal Funding Ratio

The **Asset Renewal Funding Ratio** is an important indicator and illustrates that over the next ten years, the Council expects to have 100% of the funds that are required for the optimal renewal of assets.

The forecast renewal work together with the proposed renewal budget is illustrated in Appendix C (page 43).

Asset Renewal Funding Ratio⁸	104.03%
--	---------

Medium Term – Ten Year Financial Planning Period

This AMP identifies the forecast operational maintenance and renewal costs that are required to provide an agreed level of service to the community over a ten year period. This provides input into ten year financial and funding plans aimed at providing the required services in a sustainable manner.

This forecast work can be compared to the proposed budget over the ten year period to identify any funding shortfall.

The forecast AMP operational maintenance and renewal costs over the ten year planning period is \$5,046,271 on average per year.

The LTFP operational maintenance and renewal funding is \$5,165,742 on average per year, resulting in nil funding shortfall. This indicates that 100% of the forecast costs needed to provide the services documented in this AMP are accommodated in the proposed budget.

Providing sustainable services from infrastructure requires the management of service levels, risks, forecast outlays and financing to achieve a financial indicator of approximately 100% for the first years of the AMP and ideally over the ten year life of the LTFP.

Forecast Costs (outlays) for the LTFP

A summary of the anticipated AMP forecast life-cycle costs compared with the LTFP planned budget are shown in Table 17 below and Figure 8 on the following page.

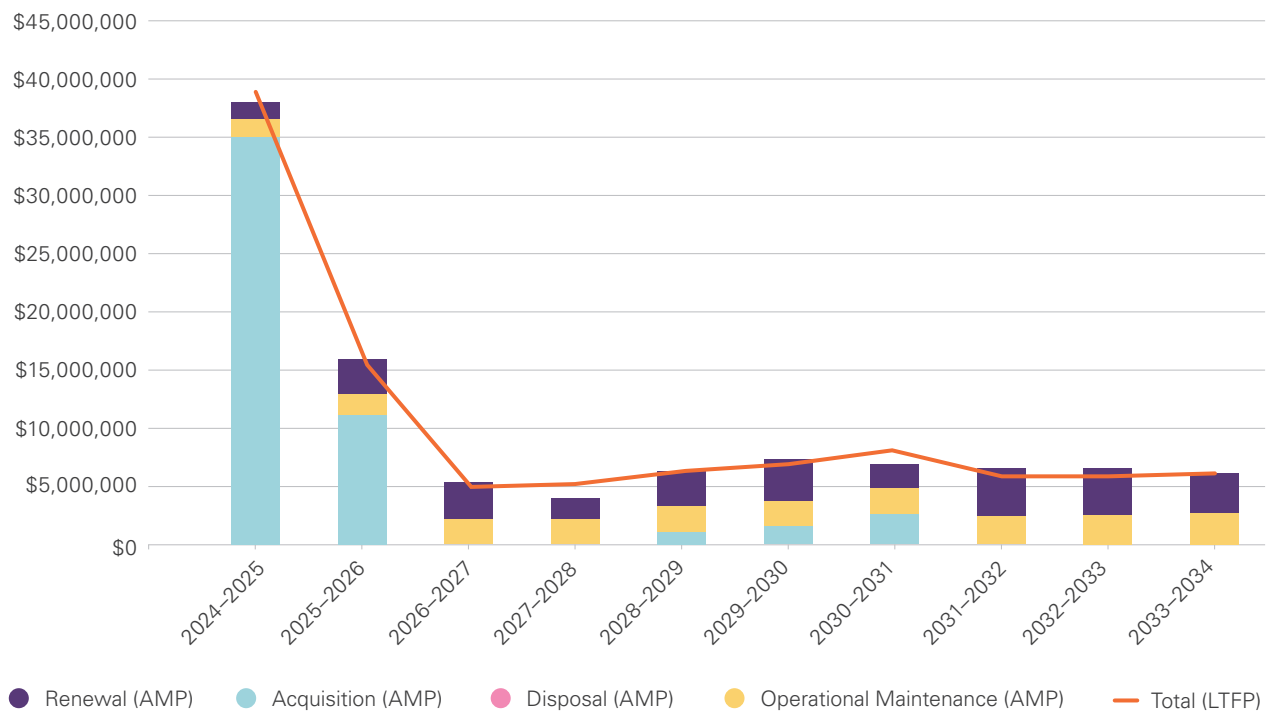
⁷ Also reported as *Written Down Value, Carrying or Net Book Value.*

⁸ AIFMM, 2015, Version 1.0, Financial Sustainability Indicator 3, Sec 2.6.

Table 17: Forecast Life-Cycle Costs and Planned Budgets

Year	Acquisition (AMP) (\$)	Operational Maintenance (AMP) (\$)	Renewal (AMP) (\$)	Disposal (AMP) (\$)	Total Budget (LTFP) (\$)
2024-2025	35,030,000	1,364,186	1,503,500	0	38,804,741
2025-2026	11,071,956	1,741,310	3,019,000	0	15,393,981
2026-2027	-	1,970,758	3,256,377	0	4,852,138
2027-2028	-	2,029,357	1,822,982	0	5,009,063
2028-2029	1,000,000	2,089,699	2,871,194	0	6,170,409
2029-2030	1,500,000	2,151,836	3,472,924	0	6,844,755
2030-2031	2,500,000	2,265,820	2,066,333	0	8,051,608
2031-2032	-	2,333,208	4,063,841	0	5,713,479
2032-2033	-	2,402,600	3,980,723	0	5,875,947
2033-2034	-	2,474,057	3,583,004	0	6,043,251

Figure 8: Forecast Life-Cycle Costs and Planned Budgets





Payneham Oval Clubrooms

Funding Strategy

The proposed funding for the acquisition, renewal, operational maintenance and disposal of assets is outlined in the Council's Annual Budget and LTFFP.

The Council's financial strategy outlines how funding will be provided, whereas the AMP sets out how and when this will be spent, together with the service and risk consequences of various service alternatives.

Valuation Forecasts

Asset values are forecast to increase as additional assets are added to the stock of assets.

Additional assets will generally add to the operational maintenance needs in the longer term. Additional assets will also require additional costs due to future renewals. Any additional assets will also add to future depreciation forecasts.

Key Assumptions Made in Financial Forecasts

In preparing this AMP, it has been necessary to make some assumptions. This section details the key assumptions that have been made in the development of this AMP and provide an understanding of the level of confidence in the data that has been used to calculate the financial forecasts.

Key assumptions made in this AMP are:

- renewal costs have been based on previous projects undertaken by the Council; and
- forecasted operational maintenance costs are based on previous expenditure for the same service levels.

Forecast Reliability and Confidence

The forecast costs, proposed budgets and valuation projections in this AMP, are based on the best available data. For effective asset and financial management, it is critical that the information is current and accurate. Data confidence is classified on an A to E level scale⁹ in accordance with Table 18 (page 37).

⁹ IPWEA, 2015, IIMM, Table 2.4.6

Table 18: Data Confidence Grading System

Grade	Confidence Grade	Description
A	Highly reliable	Data based on sound records, procedures, investigations and analysis, documented properly and agreed as the best method of assessment.
B	Reliable	Data based on sound records, procedures, investigations and analysis, documented properly but has minor shortcomings, for example some of the data is old, some documentation is missing and/or reliance is placed on unconfirmed reports or some extrapolation.
C	Uncertain	Data based on sound records, procedures, investigations and analysis which is incomplete or unsupported, or extrapolated from a limited sample for which grade A or B data are available.
D	Very Uncertain	Data is based on unconfirmed verbal reports and/or cursory inspections and analysis. Dataset may not be fully complete, and most data is estimated or extrapolated.
E	Unknown	None or very little data is held.

The estimated confidence level for and reliability of data used in this AMP is shown in Table 19 below.

Table 19: Data Confidence Assessment for Data Used in Asset Management Plan

Data	Confidence Assessment	Comment
Demand drivers	C	Based on the current trend of Development Applications, <i>profile.id</i> data, climate change data, community surveys
Growth projections	C	Based on the current trend of Development Applications, <i>profile.id</i> data
Acquisition forecast	B	In line with strategic plans, policy and procedures
Operational maintenance forecast	B	In line with previous years
Renewal forecast		
- Asset values	B	As per approved methodology
- Asset useful lives	B	Current estimates from Asset Register
- Condition modelling	C	Methodology and data capture to be updated
Disposal forecast	E	No disposal forecast – may be subject to change through strategic planning

The estimated confidence level for and reliability of data used in this AMP is considered to be reliable.

Plan Improvement and Monitoring

Improvement Plan

It is important that the Council recognises areas of the AMP and planning process that require future improvements to ensure effective asset management and informed decision making. The improvement plan generated from this AMP is the following:

Task 1: Formalise ongoing monitoring and reporting of improvement plan tasks and performance measures

Responsibility: Project Manager, Assets
Resources Required: Manager, City Project
Timeline: 1 year

Task 2: Review structure and resourcing to clarify accountabilities and responsibilities with regard to Buildings and Facilities

Responsibility: General Manager, Infrastructure and Major Projects
Resources Required: Project Manager, Assets and Manager, City Projects
Timeline: 1 year

Task 3: Develop Buildings and Facilities Strategy, and align its objectives with the AMP and LTFP

Responsibility: Manager, Strategy
Resources Required: Project Manager, Assets and Manager, City Projects
Timeline: 2 years

Task 4: Establish formal condition rating process of building infrastructure

Responsibility: Project Manager, Assets
Resources Required: Asset Consultants
Timeline: 2 years

Task 5: Further develop risk assessment and management planning

Responsibility: Project Manager, Assets
Resources Required: Project Officer, Assets and Asset Consultants
Timeline: 2 years

Task 6 : Improve GIS data storage system integration with asset database

Responsibility: Project Manager, Assets
Resources Required: Information Services, Consultants
Timeline: 3 years

Task 7 : Review resilience of critical infrastructure

Responsibility: Project Manager, Assets
Resources Required: City Assets and Asset Consultants
Timeline: 4 years

Task 8 : Integrate building assets with asset management system

Responsibility: Project Manager, Assets
Resources Required: Asset Consultants, Finance
Timeline: 4 years

Task 9 : Integrate climate risk assessment into risk management planning

Responsibility: Project Manager, Assets
Resources Required: City Assets and Asset Consultants
Timeline: 4 years



Syd Jones Reserve

Status of Asset Management Practices

Accounting and Financial Data Sources

The Council uses Authority and Conquest as its financial management and accounting IT systems. These systems have the capability to report on the full life-cycle of assets, providing full transparency from acquisition to disposal.

Asset Management Data Sources

The Council uses Conquest as its asset management system, and Spectrum Spatial as its geographical information system. There are plans to improve integration between the GIS data with the asset management register to provide a live and amalgamated asset data system.

Monitoring and Review Procedures

This AMP will be reviewed and updated annually to ensure that it represents the current service level, asset values, forecast operational maintenance, renewals, acquisition and disposal costs and proposed budgets. These forecast costs and proposed budget are incorporated into the LTFP or will be incorporated into the LTFP once completed.

The AMP has a maximum life of four years and is due for complete revision and updating within two years of each Local Government election.

Performance Measures

The effectiveness of this AMP can be measured in the following ways:

Forecast costs identified in this AMP are incorporated into the LTFP;

Short-term detailed works programs, budgets, business plans and corporate structures take into account the 'global' works program trends provided by the AMP; and

The Asset Renewal Funding Ratio achieving the Organisational Target (between 90% and 110%).

References

- IPWEA, 2006, 'International Infrastructure Management Manual', Institute of Public Works Engineering Australasia, Sydney, www.ipwea.org/IIMM;
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- IPWEA, 2012 LTFP Practice Note 6 PN Long-Term Financial Plan, Institute of Public Works Engineering Australasia, Sydney;
- ISO, 2018, ISO 31000:2018, Risk management – Guidelines;
- *CityPlan 2030: Shaping Our Future*;
- Long-term Financial Plan;
- Annual Business Plan;
- Access & Inclusion Policy;
- Asset Management Policy; and
- City of Norwood Payneham & St Peters Community Survey Report.

Appendices

Appendix A. Acquisition Forecast	41
Appendix B. Operational Maintenance Forecast	42
Appendix C. Renewal Forecast Summary	43
Appendix D. Disposal Summary	44

Appendix A

Acquisition Forecast

A.1 – Acquisition Forecast Assumptions and Source

The new and upgrade projects contained within this AMP have been derived from the Council's strategies.

A.2 – Acquisition Forecast Summary

Year	Project	Cost (\$)
2024–2025	Payneham Memorial Swimming Centre Upgrade	35,000,000
2024–2025	Staff Bike Parking Webbe Street	30,000
2025–2026	Payneham Memorial Swimming Centre Upgrade	11,071,956
2028–2029	Norwood Library Redevelopment	1,000,000
2029–2030	Norwood Library Redevelopment	1,500,000
2030–2031	Norwood Library Redevelopment	2,500,000

Appendix A (continued)

A.3 – Acquisition Forecast Summary

Year	Acquisition (AMP) (\$)	Acquisition (LTFP) (\$)
2024–2025	35,030,000	35,030,000
2025–2026	11,071,956	11,071,956
2026–2027	-	-
2027–2028	-	-
2028–2029	1,000,000	1,000,000
2029–2030	1,500,000	1,500,000
2030–2031	2,500,000	2,500,000
2031–2032	-	-
2032–2033	-	-
2033–2034	-	-

Appendix B

Operational Maintenance Forecast

B.1 – Operational Maintenance Forecast Assumptions and Source

The operational maintenance forecast has been based on previous expenditure for the same service levels, with requirements of additional operational maintenance expenditure due to acquisition projects factored in.

B.2 – Operational Maintenance Forecast Summary

Year	Operational Maintenance (AMP) (\$)	Operational Maintenance (LTFP) (\$)
2024–2025	1,364,186	1,364,186
2025–2026	1,741,310	1,741,310
2026–2027	1,970,758	1,970,758
2027–2028	2,029,357	2,029,357
2028–2029	2,089,699	2,089,699
2029–2030	2,151,836	2,151,836
2030–2031	2,265,820	2,265,820
2031–2032	2,333,208	2,333,208
2032–2033	2,402,600	2,402,600
2033–2034	2,474,057	2,474,057

Appendix C

Renewal Forecast Summary

C.1 – Renewal Forecast Assumptions and Source

The scheduling of identified renewal proposals is currently guided by the condition and age of assets, and by the Council's Buildings Assets Strategy once its update is finalised.

C.2 – Renewal Forecast Summary

Year	Renewal (AMP) (\$)	Renewal (LTFP) (\$)
2024–2025	1,503,500	2,410,555
2025–2026	3,019,000	2,580,715
2026–2027	3,256,377	2,881,380
2027–2028	1,822,982	2,979,706
2028–2029	2,871,194	3,080,710
2029–2030	3,472,924	3,192,919
2030–2031	2,066,333	3,285,788
2031–2032	4,063,841	3,380,271
2032–2033	3,980,723	3,473,347
2033–2034	3,583,004	3,569,194

Appendix D

Disposal Summary

D.1 – Disposal Forecast Assumptions and Source

No disposals have been forecast over the AMP period.

D.2 – Disposal Forecast Summary

Year	Disposal (AMP) (\$)	Disposal (LTFP) (\$)
2024–2025	0	0
2025–2026	0	0
2026–2027	0	0
2027–2028	0	0
2028–2029	0	0
2029–2030	0	0
2030–2031	0	0
2031–2032	0	0
2032–2033	0	0
2033–2034	0	0

Further Information

For information on the Council's *Asset Management Plan: Building Infrastructure 2025–2034*, please visit www.npsp.sa.gov.au or phone 8366 4555.

You can also visit the Council's Customer Service Centre at the Norwood Town Hall, 175 The Parade, Norwood.

Additional Copies

The *Asset Management Plan: Building Infrastructure 2025–2034* can be viewed online at www.npsp.sa.gov.au

Additional copies may also be obtained by:

- visiting Norwood Town Hall
- visiting any of the Council's Libraries
- emailing townhall@npsp.sa.gov.au
- contacting the Council on 8366 4555
- writing to the Council at PO Box 204, Kent Town SA 5074

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City of
**Norwood
Payneham
& St Peters**



Asset Management Plan

Civil Infrastructure

2025–2034



City of
Norwood
Payneham
& St Peters

Contents

Executive Summary	2
The City of Norwood Payneham & St Peters' Asset Management Plans, provide a comprehensive overview of the City's assets, including replacement value and condition of the assets, performance of the assets, service levels, and associated financial considerations.	
<i>Asset Management Plans</i>	<i>2</i>
<i>Asset Description</i>	<i>4</i>
<i>Levels of Service</i>	<i>4</i>
<i>Future Demand</i>	<i>4</i>
<i>Life-Cycle Management Plan</i>	<i>4</i>
<i>Asset Management Practices</i>	<i>4</i>
<i>Monitoring and Improvement Program</i>	<i>4</i>
<i>Financial Summary</i>	<i>5</i>
Introduction	6
<i>Background</i>	<i>6</i>
<i>Goals and Objectives of Asset Ownership</i>	<i>12</i>
Levels of Service	14
<i>Research and Community Expectations</i>	<i>14</i>
<i>Strategic and Corporate Goals</i>	<i>14</i>
<i>Legislative Requirements</i>	<i>16</i>
<i>Citizen Values</i>	<i>17</i>
<i>Citizen Levels of Service</i>	<i>19</i>
<i>Technical Levels of Service</i>	<i>20</i>

Future Demand	22	Financial Summary	36
<i>Drivers of Demand</i>	22	<i>Financial Statements and Projections</i>	36
<i>Demand Impact and Demand Management Plan</i>	22	<i>Funding Strategy</i>	38
<i>Demand Forecasts</i>	22	<i>Valuation Forecasts</i>	38
<i>Asset Programs to Meet Demand</i>	22	<i>Key Assumptions Made in Financial Forecasts</i>	38
<i>Climate Change and Adaptation</i>	24	<i>Forecast Reliability and Confidence</i>	38
Life-Cycle Management Plan	26	Plan Improvement and Monitoring	40
<i>Background Data</i>	26	<i>Status of Asset Management Practices</i>	40
<i>Operational Maintenance Plan</i>	29	<i>Improvement Plan</i>	40
<i>Renewal Plan</i>	30	<i>Monitoring and Review Procedures</i>	41
<i>Summary of Future Renewal Costs</i>	31	<i>Performance Measures</i>	41
<i>Acquisition Plan</i>	32		
<i>Disposal Plan</i>	32	References	42
Risk Management Planning	33	Appendices	43
<i>Critical Assets</i>	33	<i>Appendix A</i>	43
<i>Risk Assessment</i>	34	<i>Appendix B</i>	44
<i>Service and Risk Trade-Offs</i>	35	<i>Appendix C</i>	45
<i>Infrastructure Resilience Approach</i>	35	<i>Appendix D</i>	46

Executive summary

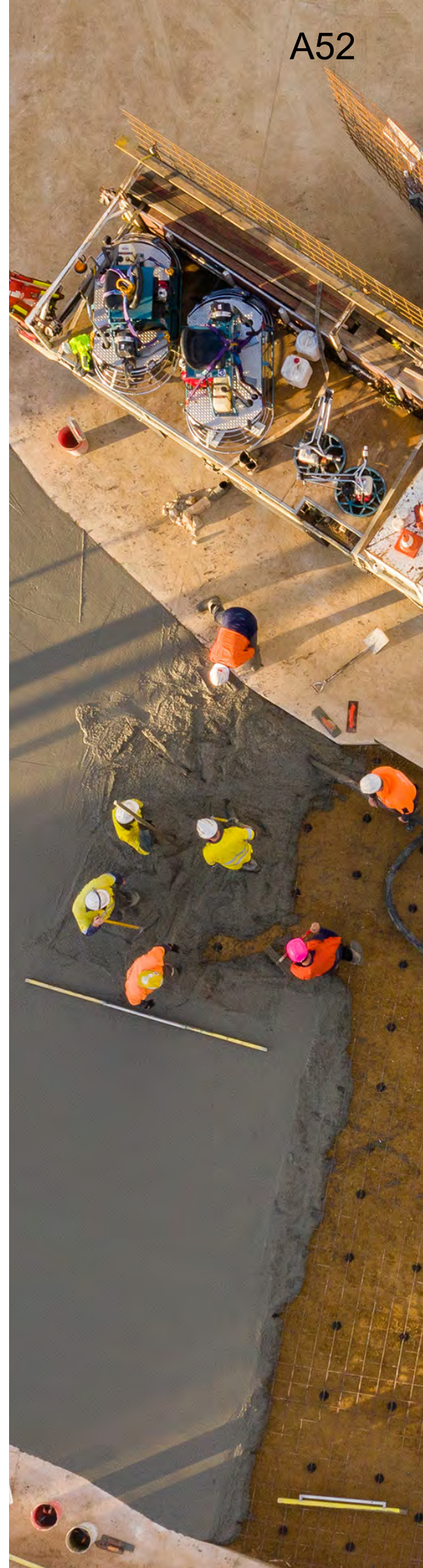
Asset Management Plans

The City of Norwood Payneham & St Peters' Asset Management Plans (AMPs), provide a comprehensive overview of the City's assets, including replacement value and condition of the assets, performance of the assets, service levels, and associated financial considerations. The primary aim of the AMPs is to ensure that the Council can deliver essential services, maintain assets, and achieve its strategic objective in a financially sustainable, appropriate and prudent manner over the short, medium, and long term.

The AMPs outline the management, inspection and replacement requirements associated with the prudent curation of assets, including projected annual expenditure over a ten-year planning horizon. The AMPs also set out the planned activities to align with the Council's strategic objectives, therefore ensuring continued services to the community.

Requirement under the Local Government Act 1999

Section 122 of the *Local Government Act 1999*, requires the Council to develop and adopt AMPs to guide the management and development of its infrastructure and major assets over a ten year planning horizon. This ensures that strategic asset management aligns with the Council's overarching strategic management plan (*CityPlan 2030: Shaping Our Future*) and the *Long-term Financial Plan (LTFP)*, particularly in respect to asset renewal.





The Council's AMPs are set out in four separate documents, namely:

Civil Infrastructure

Stormwater Management

Buildings

Recreation and Open Space

Asset Description

The City's Civil Infrastructure assets comprise of the following components:

- road pavement and surface;
- kerbing;
- footpaths;
- traffic control devices;
- off-road carparks; and
- shared paths.

The Civil Infrastructure assets have a significant total renewal value currently estimated at \$313,047,727.

Levels of Service

The Council's present funding levels are sufficient to continue to provide existing services at current service levels.

The main impacts of the Council's planned budget expenditure are:

- assets will deteriorate over time and be renewed only at the end of life;
- operational maintenance of assets will be undertaken to ensure functionality is maintained and asset life maximised; and
- user expectations likely to be met in regards to maintained assets appearance.

Future Demand

The main demands for new services are generated by:

- the impacts of climate change;
- increased citizen expectations;
- increased rate of loadings on roads; and
- increased population density resultant from urban development.

These demands will be approached using a combination of managing existing assets, upgrading existing assets and providing new assets to meet demand. Demand management practices can also include a combination of non-asset solutions, insuring against risks and managing failures, including:

- monitoring the condition of assets;
- undertaking of citizen expectation surveys;
- assessment of climate risks; and
- planning for demographic changes over time.

Life-Cycle Management Plan

What does it Cost?

The forecast life-cycle costs necessary to provide the services covered by this AMP, includes operational maintenance, renewal, acquisition, and disposal of assets. Although the AMP may be prepared for a range of time periods, it typically informs a long-term financial planning period of ten years. Therefore, a summary output from the AMP is the forecast of total outlays over a ten year period which in respect to the Civil Infrastructure assets is estimated at \$135,586,913 or \$13,558,691 on average per year.

Asset Management Practices

The Council's systems that are used to manage assets include:

- the Council's asset management system;
- the Council's financial system; and
- the Council's strategic and planning documents.

Monitoring and Improvement Program

The next steps resulting from this AMP, in respect to improving asset management practices are to:

- formalise ongoing monitoring and reporting of improvement plan tasks and performance measures;
- review condition assessment data collected in 2023–2024;
- develop further the risk assessment and management planning;
- improve GIS data storage system integration with asset database;
- review resilience of critical infrastructure; and
- integrate climate risk assessment into asset management planning.

Financial Summary

What the Council will do

Estimated available funding for the ten year period (2024–2025 to 2033–2034) is \$135,843,771 (or \$13,584,377 on average per year) as set out in the Council’s Long-term Financial Plan (LTFP). This is approximately 100% of the cost to sustain the current level of service at the lowest life-cycle cost.

In practice, only what is funded in the LTFP can be provided. The informed decision-making depends on the AMP emphasising the consequences of planned budgets on the service levels which are provided and the associated risks.

The anticipated planned budget for the City’s Civil Infrastructure assets, results in a nil shortfall for the forecast life-cycle costs required to provide services in the AMP compared with the planned budget currently included in the LTFP. This is shown in Figure 1 below.

The Council plans to undertake the following in respect to the City’s Civil Infrastructure assets:

- provision of operational maintenance and renewal works for existing assets to meet current service levels; and
- undertaking of major acquisition works within the ten year planning horizon, which consists of various road reconstruction projects, bikeway projects, and streetscape upgrade projects as set out in the Council’s LTFP.

What the Council cannot do

Works and services that cannot be provided under present funding levels are:

- undertaking of major acquisition works which are not set out in Council’s LTFP; and
- provision of operational maintenance and renewal works above the current service levels.

Managing the Risks

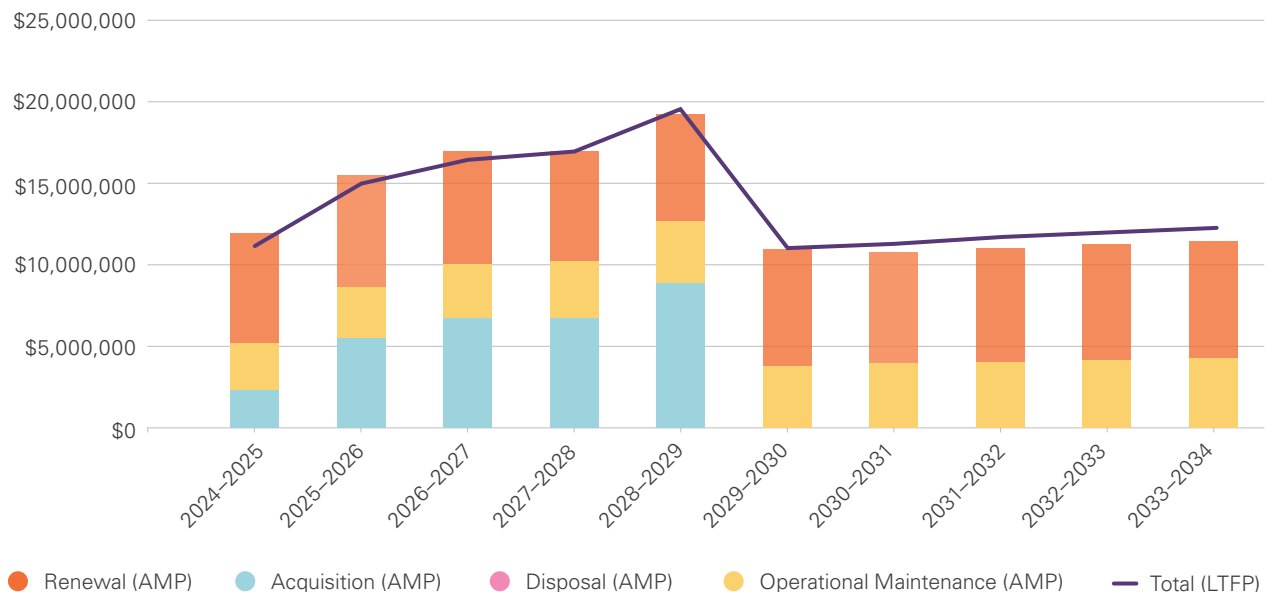
If there is forecast work (operational maintenance, renewal, acquisition or disposal) that cannot be undertaken due to insufficient financial resources, then this could result in service consequences for users. These include:

- deterioration of asset condition quicker than planned;
- increase in hazards; and
- changes to asset performance requirements due to external factors.

The Council will endeavour to manage these risks within the available funding allocation by:

- finding efficiencies within the current operational maintenance program; and
- prioritisation of renewal projects.

Figure 1: Forecast Life-Cycle Costs and Planned Budgets



Introduction

Background

This AMP sets out the requirements for the sustainable delivery of services through the management of assets, compliance with regulatory requirements and required funding to provide the appropriate levels of service over the long-term planning period.

The Council has a strong focus on asset management, with continuous improvements during the revision of the AMP. Integration of acquisition and renewal planning is undergoing continuous improvement to ensure the minimum required investment provides the greatest value outcomes.

This AMP is to be read in conjunction with the following key planning documents:

CityPlan 2030: Shaping Our Future

Long-term Financial Plan

Annual Business Plan

City-Wide Cycling Plan

Kent Town Urban Design Framework and Public Realm Manual

River Torrens Linear Park Strategic Integrated Asset Management Plan

Private Laneways Policy and Procedure

Asset Management Policy

City of Norwood Payneham & St Peters Community Survey Outcomes





Road and Footpath Reconstruction

Strategic Direction

The Council's strategic direction is guided by four Outcomes or Pillars which contribute to the realisation of the Council's Vision and are based on the four Pillars of the Quadruple Bottom Line (QBL) framework. The four Outcomes are **Social Equity, Cultural Vitality, Economic Prosperity and Environmental Sustainability**.

For our City, adding the fourth Pillar of culture to the traditional Triple Bottom Line (TBL) approach to decision making of environmental, social and economic sustainability, highlights the importance of protecting and enhancing our City's unique character and strong 'sense of place'.

The Objectives set out in *CityPlan 2030: Shaping Our Future*, which outline the priorities for what needs to happen to achieve the four Outcomes, reflect the community's aspirations, the policy commitments which have been made by the Council and the likely trends and issues which the City will face in achieving the objectives set out in *CityPlan 2030*.

CityPlan 2030 plays a pivotal role in guiding the City of Norwood Payneham & St Peters towards the community's vision for the future. Achieving the objectives and strategies contained in *CityPlan 2030*, requires transparent and accountable governance structures and processes which are both flexible and responsive to the future opportunities and challenges that will present themselves.

It will also require a positive 'can-do attitude' and approach to ensure that the Council realises the future which we want for ourselves and the next generations, rather than just 'letting things happen'.

We exist to improve the Well-being of our citizens and our community, through:

Social Equity

Cultural Vitality

Economic Prosperity

Environmental Sustainability



Strategic Planning Framework

In working towards our vision, all of the programs, projects and services which the Council delivers are structured into four key outcome areas, referred to as the 'Four Pillars' of Community Well-being.



Key Stakeholders in the Asset Management Plan

Key Stakeholder Roles

Key stakeholders who have been involved in the preparation and implementation of this AMP are shown in Table 1 below.

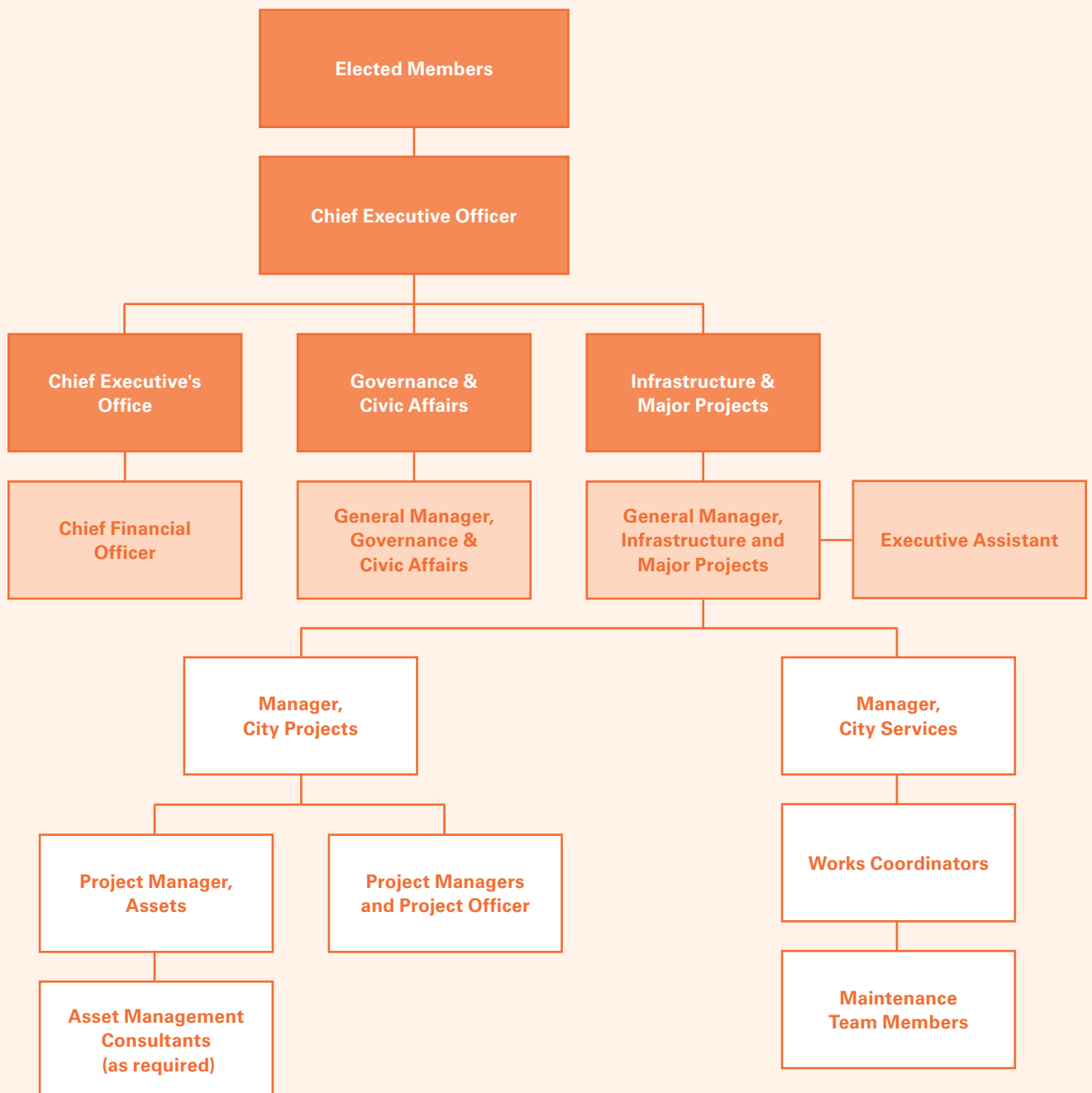
Table 1: Key Stakeholders and their Roles

Key Stakeholder	Role in AMP
Elected Members	Representing the needs of the community and stakeholders, decide on the allocation of resources to meet planning objectives in providing services while managing risks and ensure services are sustainable.
Chief Executive Officer	Endorse the development of the AMP and provide resources (as funded by the Council) required to complete the task.
General Manager, Infrastructure & Major Projects Manager, City Projects	Set high level priorities for asset management development and support the implementation of actions resulting from this AMP.
Chief Financial Officer, Chief Executive's Office General Manager, Governance & Civic Affairs	Develop supporting policies in respect to matters such as capitalisation and depreciation. Provide GIS applications and support.
Asset Management Consultants	Prepare asset sustainability and financial reports incorporating asset depreciation in compliance with current accounting standards. Host and consolidate asset register including updating valuations, capitalisation and disposals. Provide support for development of the AMP and the implementation of effective asset management principles. Independently endorse asset revaluation methodology.
Project Manager, Assets	Responsible for the overall development of the AMP. Coordinate input of other stakeholders into the AMP. Manage the periodic collection of asset condition data.
Project Managers and Project Officer	Assist the Project Manager, Assets in the development of the AMP.
Manager, City Services Works Coordinators Maintenance Team Members	Provide local knowledge level of detail of the assets. Describe the maintenance standards deployed and the ability to meet the technical and citizen levels of service.
External Parties	Citizens; Local Business Owners and Operators; Utilities; Developers; and Federal and State Governments.

Key Stakeholder Structure

The Council’s organisational structure for the management and service delivery associated with infrastructure assets is detailed in Figure 2 below.

Figure 2: Key Stakeholder Structure





Goals and Objectives of Asset Ownership

The Council's objective in respect to the management of infrastructure assets, is to meet the defined level of service (as amended from time to time) in the most cost-effective manner for present and future citizens. The key elements of infrastructure asset management are:

- providing a defined level of service and monitoring performance;
- managing the impact of growth through demand management and infrastructure investment;
- taking a life-cycle approach to developing cost-effective management strategies for the long-term that meet the defined level of service;
- identifying, assessing and appropriately controlling risks; and
- linking to the LTFP which identifies required, affordable forecast costs and how it will be allocated.

Key elements of the planning framework are:

- **levels of service** – specifies the services and levels of service to be provided;
- **future demand** – how this will impact on future service delivery and how this is to be met;
- **life-cycle management** – how to manage its existing and future assets to provide defined levels of service;
- **financial summary** – what funds are required to provide the defined services;
- **asset management practices** – how the Council manages the provision of the services;
- **monitoring** – how the AMP will be monitored to ensure objectives are met; and
- **asset management improvement plan** – how the Council increases asset management maturity.

Other references to the benefits, fundamentals principles and objectives of asset management are:

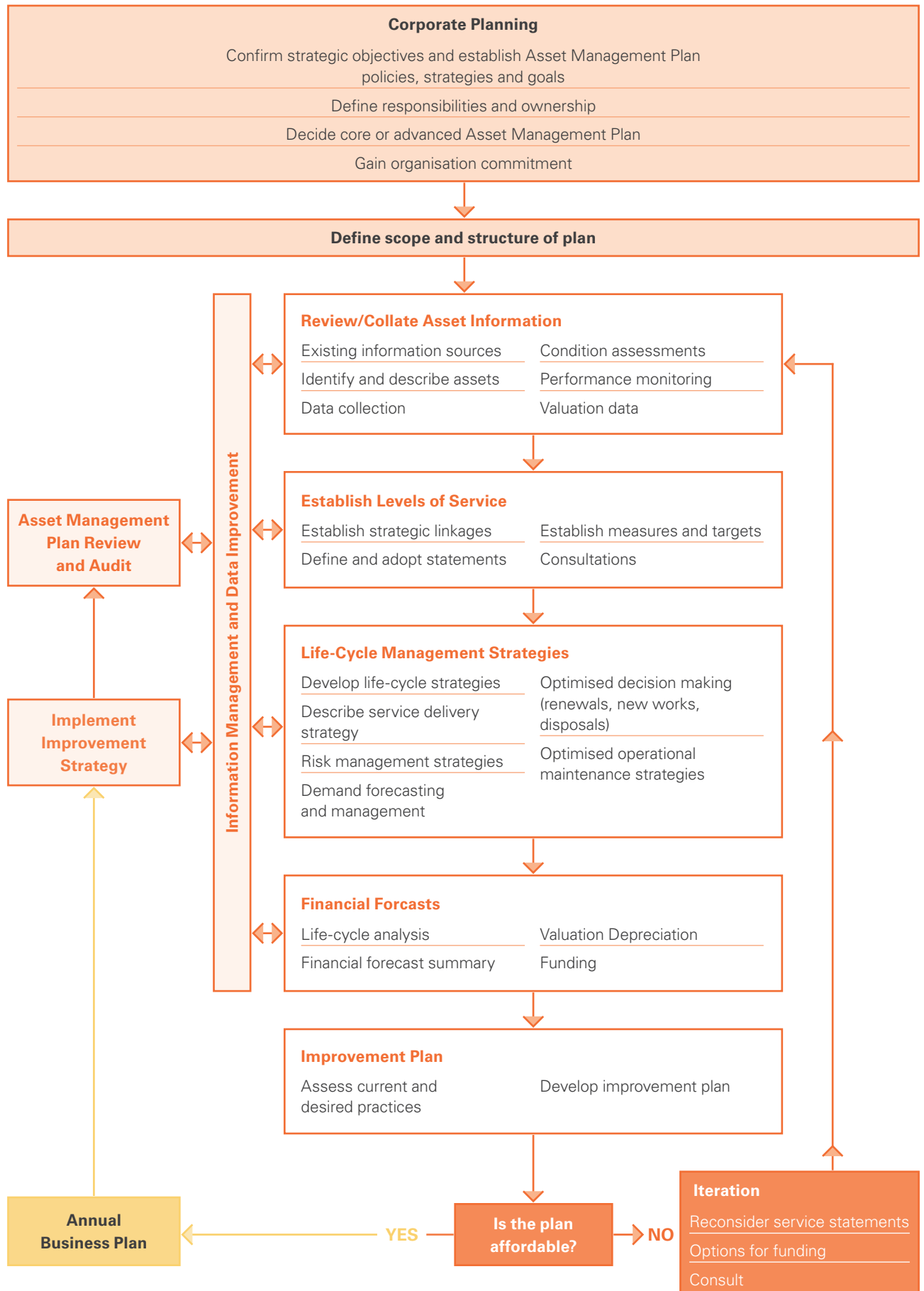
- International Infrastructure Management Manual 2015 ¹; and
- International Organisation for Standardisation (ISO) 55000 ².

A road map used for preparing an AMP is shown in Figure 3 (page 13).

¹ Based on IPWEA 2015 IIMM, Sec 2.1.3

² ISO 55000 Overview, principles and terminology

Figure 3: Road Map for Preparing an Asset Management Plan



Source: IPWEA, 2006, IIMM, Fig 1.5.1

Levels of Service

Research and Community Expectations

The Council conducts Biennial Community Surveys to establish how the Council is performing in a number of key indicators. Community Surveys have been conducted in 2009, 2011, 2013, 2017, 2019 and 2021, with the most recent survey undertaken in 2023.

The survey uses a 5-point scale to determine satisfaction levels, with 1 being Very Dissatisfied and 5 being Very Satisfied. The last version of the AMP included data up to 2019. Table 2 below summarises the results from the Council's Community Surveys.

Table 2: Resident Satisfaction Survey Levels

Performance Measure	Satisfaction Level						
	2023	2021	2019	2017	2013	2011	2009
Overall Infrastructure Satisfaction	3.8	3.9	3.8	3.8	4.0	4.0	3.6
Providing and Maintaining Roads	3.7	3.7	3.6	3.6	3.8	3.8	3.6
The Provision and Maintenance of Cycling Pathways	3.6	3.8	3.6	3.6	3.7	3.7	3.3
Providing and Maintaining Footpaths	3.1	3.4	3.2	3.2	3.4	3.3	3.1
The Presentation and Cleanliness of the Council Area	4.0	4.2	4.1	4.1	4.2	4.1	4.0

Strategic and Corporate Goals

This AMP has been prepared in accordance with the Council's Vision, Mission, Goals and Objectives as set out in its Strategic Management Plan, *CityPlan 2030: Shaping our Future*.

Council's strategic objectives, and how these are addressed in this AMP, are summarised in Table 3 (page 15).

The Vision contained in *CityPlan 2030* is:

'A City which values its heritage, cultural diversity, sense of place and natural environment.

A progressive City which is prosperous, sustainable and socially cohesive, with a strong community spirit.'

Table 3: Objectives and how these are addressed in this Asset Management Plan

A people-friendly, integrated and sustainable transport network

CityPlan 2030 Outcome

Social Equity: An inclusive, connected, accessible and friendly community.

How goals and objectives are addressed in the AMP

Civil Infrastructure assets exist to support and provide services to the community.

Planning the long-term management of these assets is essential to the sustainability of these services.

Generous tree canopy, and sustainable streets and open spaces

CityPlan 2030 Outcome

Environmental Sustainability: A leader in environmental sustainability.

How goals and objectives are addressed in the AMP

Development of service levels provided by the infrastructure and the balancing of this with the available funding and acceptable risk.

Mitigating and adapting to the impacts of climate change

CityPlan 2030 Outcome

Environmental Sustainability: A leader in environmental sustainability.

How goals and objectives are addressed in the AMP

Identification of climate change impacts and transition risks to enable appropriate resources to be identified and provided.

Greater planning and integration of urban greening and cooling with asset renewal programs.

Legislative Requirements

There are a number of legislative requirements relating to the management of assets. Legislative requirements that impact upon the delivery of the Civil Infrastructure assets are set out in Table 4 below.

Table 4: Legislative Requirements

Legislation	Requirement
Aboriginal Heritage Act 1988	An act to provide for the protection and preservation of the Aboriginal heritage, and for other purposes.
Australian Accounting Standards	Standards applied in preparing financial statements, relating to the valuation, revaluation and depreciation of transport assets.
Australian Standards	Council's infrastructure projects are undertaken in accordance with Australian Standards, or in the absence of, best practice techniques.
Building Code of Australia	Sets out minimum standards for construction of new assets. Also provides minimum standards for new properties.
Disability Discrimination Act 1992	Provides protection for everyone in Australia against discrimination based on disability. It encourages everyone to be involved in implementing the act and to share in the overall benefits to the community and the economy that flow from participation by the widest range of people.
Environmental Protection Act 1993	Provides the regulatory framework to protect South Australia's environment, including land, air and water.
Highways Act 1926	An act to provide for the appointment of a Commissioner of Highways, and to make further and better provision for the construction and maintenance of roads and works and for other purposes.
Local Government Act 1999	Sets out role, purpose, responsibilities and powers of local governments including the preparation of a Long-term Financial Plan supported by Asset Management Plans for sustainable service delivery.
Manual of Legal Responsibilities and Technical Requirements for Traffic Control Devices – Part 2 – Code of Technical Requirements	Defines legal requirements for the installation of traffic control devices.
Road Traffic Act 1961	Defines responsibilities pertaining to roadways and standards.
Roads (Opening & Closing Act) 1991	Allows for the formalisation of roadways status.
Work Health and Safety Act 2012	Provides minimum standards for health and safety of individuals performing works.

Citizen Values

Service levels are defined in three ways: Citizen Values, Citizen Levels of Service and Technical Levels of Service.

Citizens Values indicate:

- what aspects of a service is important to the citizen;
- whether they see value in what is currently being provided; and
- the likely trend over time based on the current budget provision.

A summary of the satisfaction measure being used, the current feedback and the expected performance based on the current funding level is set out in Table 5 below.

Table 5: Citizen Values

Citizen Values	Citizen Satisfaction Measure	Current Feedback	Expected Trend Based on Planned Budget
Providing and Maintaining Roads	Community Survey	Community Survey results indicate that: <ul style="list-style-type: none"> • this is the second most important factor which impacts overall satisfaction with community services • satisfaction has slightly increased when compared to 2019 (i.e., when the AMP was last reviewed) 	Improved strategic alignment of works is expected to increase the efficiency of the renewal program
The Provision and Maintenance of Cycling Pathways	Community Survey	Community Survey results indicate that: <ul style="list-style-type: none"> • this is the sixth most important factor which impacts overall satisfaction with community services • satisfaction remains consistent when compared to 2019 	Both the importance factor and satisfaction are expected to increase in the coming years, as a result of a greater focus on cycling strategies and infrastructure by both the Council and citizens
Providing and Maintaining Footpaths	Community Survey	Community Survey results indicate that: <ul style="list-style-type: none"> • this is the fourth most important factor which impacts overall satisfaction with community services • satisfaction has slightly decreased when compared to 2019 	Increased expenditure in footpath renewal works is expected to result in a decrease hazards and therefore higher satisfaction
The Presentation and Cleanliness of the Council Area	Community Survey	Community Survey results indicate that: <ul style="list-style-type: none"> • this is the most important factor which impacts overall satisfaction with community services • satisfaction has slightly decreased when compared to 2019 	Targeted street sweeping and footpath blowing program implemented to current expenditure. Complaints expected to maintain current level due street tree leaf drop



Concrete Culvert Installation for Second Creek Gross Pollutant Trap

Citizen Levels of Service

The Citizen Levels of Service are considered in terms of:

Quality: How good is the service?

What is the condition or quality of the service?

Function: Is it suitable for its intended purpose?

Is it the right service?

Capacity: Is the service over or under used?

Does the Council need more or less of these assets?

A summary of the performance measure being used, the current performance and the expected performance based on the current funding level is set out in Table 6 below.

Confidence levels of current performance and expected trend are set out in Table 6 below and are categorised as follows:

High: professional judgement supported by extensive data;

Medium: professional judgement supported by data sampling; or

Low: professional judgement with no data evidence.

Table 6: Citizen Levels of Service Measures

Type of Measure	Level of Service	Performance Measure	Current Performance	Expected Trend Based on Planned Budget
Quality	Asset condition is <i>'fit for purpose'</i>	Community Survey on Providing and Maintaining of Roads and Footpaths	Community survey results indicate satisfaction has slightly increased when compared to 2019 (i.e., when the AMP was last reviewed)	Improved strategic alignment of works is expected to increase the efficiency of the renewal program
	Confidence level:		High	Medium
Function	Different assets (roads, footpaths, cycle paths) are linked in a functional and user-friendly manner	Community Survey on Provision and Maintenance of Cycling Pathways	Community survey results indicate satisfaction has remained consistent with 2019	Upgrade of Council's bikeways will continue, leading to improved service levels
	Confidence level:		High	Medium
Capacity	Capacity of assets to meet demands	Community Survey on Overall Infrastructure Satisfaction	Community survey results indicate satisfaction has remained consistent with 2019	Continued upgrade of infrastructure expected to balance out the forecasted increase in demand
	Confidence level:		High	Medium

Technical Levels of Service

Technical Levels of Service refers to the performance standards that define how well Council's assets meet their intended function. These technical measures relate to the activities and allocation of resources to best achieve the desired community outcomes and demonstrate effective performance.

Technical service measures are linked to the activities and annual budgets covering:

Acquisition: the activities that are undertaken to provide a higher level of service or a new service that did not exist previously (e.g. conversion of a private laneway to a public road);

Operational Maintenance: the regular activities that are undertaken to retain an asset as near as practicable to an appropriate service condition (e.g. pothole patching);

Renewal: the activities that are undertaken to ensure the service capability is retained (e.g. road resurfacing); and

Disposal: the activities associated with the disposal of a de-commissioned asset including sale, demolition or relocation (e.g. sale of a section of a road).

Service and asset managers plan, implement and control technical service levels to influence the service outcomes.³

Table 7 (page 21) sets out the activities expected to be provided under the current planned budget allocation and the forecast activity requirements being recommended in this AMP.

Table 7: Technical Levels of Service

Life-Cycle Activity	Purpose of Activity	Activity Measure	Current Performance (LTFP)	Recommended Performance (AMP)
Acquisition	Upgrade of The Parade streetscape	Budget allocation	Budgeted within the LTFP	As recommended by The Parade Masterplan
	Upgrade of active transport corridor streetscapes	Budget allocation	Budgeted within the LTFP	As recommended by the City-Wide Cycling Plan
	Gifted infrastructure from developers	Incorporate into asset register upon ownership	Occurs on an ad hoc basis dependent on development	Occurs on an ad hoc basis dependent on development
Budget:			\$30,080,000 over ten years	\$30,080,000 over ten years

³ IPWEA, 2015, IIMM

Table 7: Technical Levels of Service (continued)

Life-Cycle Activity	Purpose of Activity	Activity Measure	Current Performance (LTFP)	Recommended Performance (AMP)
Operational Maintenance	Asset Condition Assessment	Frequency	Asset Condition Assessment undertaken once every five years	Asset Condition Assessment undertaken once every five years
	Road surface	Maintenance frequency	Reactive to limit of budget to repair surface defects which lead to hazards	Reactive to limit of budget to repair surface defects which lead to hazards
	Footpaths	Maintenance frequency	Programmed and reactive to citizen requests. Footpath free of defects and hazards greater than 10mm	Programmed and reactive to citizen requests. Footpath free of defects and hazards greater than 10mm
	Kerbing	Maintenance frequency	Reactive to limit of budget to repair defects which cause hazards by preventing free flow of stormwater	Reactive to limit of budget to repair defects which cause hazards by preventing free flow of stormwater
	Traffic control devices	Maintenance frequency	Reactive to limit of budget to repair defects which cause sight line and collision hazards	Reactive to limit of budget to repair defects which cause sight line and collision hazards
	Budget:			\$36,436,562 over ten years
Renewal	Road surface	Renewal as per lifecycle model	Current implementation budget smoothed over ten year timeframe	Current implementation budget smoothed over ten year timeframe
	Kerbing	Renewal as per lifecycle model	Renewal program and budget to align with road surface program	Renewal program and budget to align with road surface program
	Traffic control devices	Renewal as per lifecycle model	Renewal program and budget to align with road surface program	Renewal program and budget to align with road surface program
	Footpaths	Renewal as per lifecycle model	Targeted renewal of high-risk and high-traffic areas	Accelerated renewal program to replace all asphalt and concrete with block paving
	Budget:			\$69,070,350 over ten years
Disposal	Disposal of assets no longer in use	As identified in the AMP	No assets identified as no longer in use	No assets identified as no longer in use
	Budget:			\$0 over ten years

Future Demand

Drivers of Demand

Drivers affecting demand include (but are not limited to), changes in population, legislation, changes in demographics, seasonal factors, vehicle ownership rates, consumer preferences and expectations, technological changes, economic factors, agricultural practices and environmental awareness.

Demand Impact and Demand Management Plan

The impact of demand drivers that may affect future service delivery and use of assets are shown in Table 8 (page 23).

Demand for new services will be managed through a combination of managing existing assets, upgrading of existing assets and providing new assets to meet demand and demand management. Demand management practices can include non-asset solutions, insuring against risks and managing failures.

Opportunities identified to date for demand management are shown in Table 8 (page 23). Further opportunities will be developed in future revisions of this AMP.

Asset Programs to Meet Demand

The new assets required to meet demand may be acquired, donated or constructed and these assets are discussed on page 30 under 'Acquisition Plan'.

Acquiring new assets will commit the Council to increased ongoing operational maintenance and renewal costs for the period that the service provided from the assets is required. These future costs are identified and considered in developing forecasts of future operational maintenance and renewal costs for inclusion in the LTFP (refer to page 26 under 'Life-Cycle Management Plan').



Table 8: Demand Management Plan

Demand Driver	Current Position	Projection	Impact on Services	Demand Management Plan
Climate change	Refer to page 24 under 'Climate Change and Adaptation'.			
Change in frequency of use	Renewal and maintenance programs designed for current utilisation	Higher population and more land sub-divisions will lead to increase use of assets, particularly roads	Increased deterioration of assets	Increase condition assessment and inspections of assets.
Change in transport preference	Strategic corridors identified for upgrade	Increased demand for cycling and shared path infrastructure	More diverse and higher service level expected	Implement recommendations of strategic plans (such as City-Wide Cycling Plan)



Climate Change and Adaptation

The impacts of climate change can have a significant impact on the assets which the Council owns and manages and the services which are provided. In the context of the asset management planning process, climate change can be considered as both a future demand and a risk.

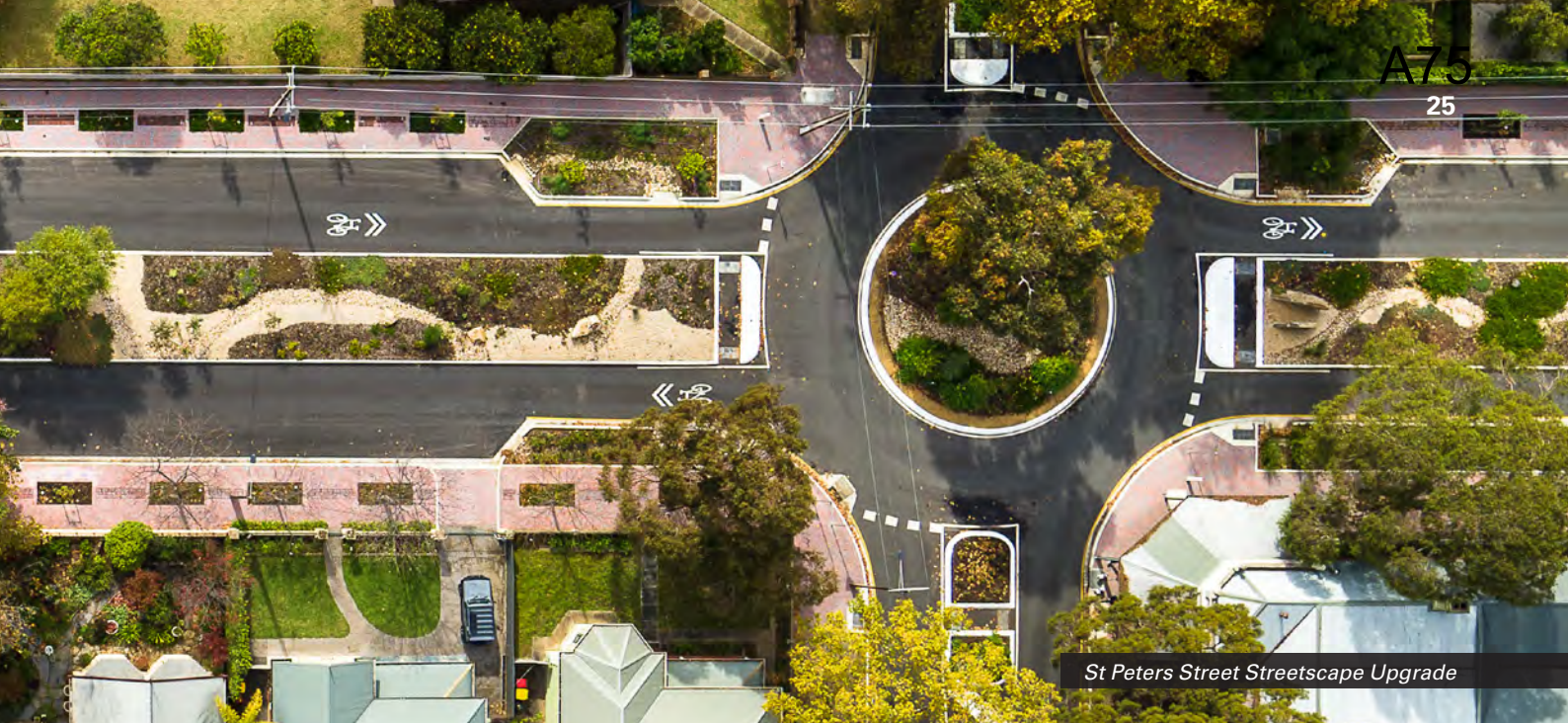
How climate change impacts on the City's assets can vary significantly, depending on the location and the type of asset and services that are provided, as will the way in which the Council responds and manage these impacts.

As a minimum, the Council should consider both how to manage existing assets given the potential impacts of climate change and how to create resilience and adapt to climate change when undertaking any new works or acquisitions.

Opportunities which have been identified to date to manage the impacts of climate change on existing assets are shown in Table 9 below.

Table 9: Managing the Impact of Climate Change on Assets

Climate Change Description	Projected Change	Potential Impact on Assets and Services	Management
Temperature	Higher maximum temperatures, longer and more intense heat waves	Increased rate of deterioration of assets. Negative impact on user experience and utilisation of assets.	Increase monitoring and condition assessment of assets as required. Consider climate impact on users in design of asset renewals.
Storm events and flooding	Increase rainfall and wind intensity during rainfall events	Increased rate of deterioration of assets. Disruption of user access to assets.	Increase monitoring and condition assessment of assets as required.



St Peters Street Streetscape Upgrade

The way in which the Council constructs new assets, should take into consideration the opportunity to build in resilience to the impacts of climate change. Developing resilience has a number of benefits including but not limited to:

- assets will be able to withstand the impacts of climate change;
- services can be sustained; and
- assets that can endure the impacts of climate change may potentially lower the life-cycle cost and reduce their carbon footprint

Table 10 below sets out some asset climate change resilience opportunities.

These initiatives are currently being implemented within Council projects where possible. However, it is acknowledged that the impact of climate change on assets is a complex and evolving issue, and further opportunities will be developed in future revisions of this AMP.

Table 10: Developing Asset Resilience to Climate Change

New Asset Description	Climate Change Impacts on Assets	Build Resilience in New Works
Water Sustainable Urban Design (WSUD)	Reduced annual rainfall	Utilising rainfall for passive irrigation of street trees and landscaping through streetscape WSUD initiatives.
Civil assets	Higher maximum temperatures	Align road and footpath renewals with tree planting program where possible. Increase in tree canopy cover to provide cooling through shade.
Civil assets	Reducing carbon emissions	Incorporating low embodied carbon and recycled materials into asset renewals.

Life-Cycle Management Plan

The Life-Cycle Management Plan details how the Council plans to manage and operate the assets at the agreed levels of service while managing life-cycle costs.

Background Data

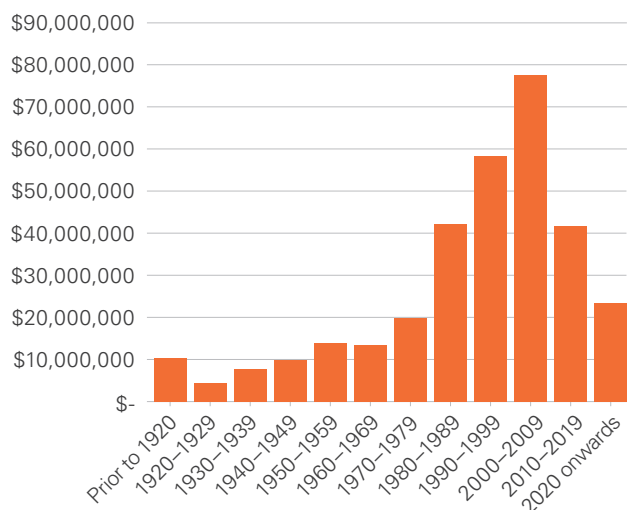
Physical Parameters

The assets covered by this AMP are shown in Table 11 below and the age profile of the assets included in this AMP are shown in Figure 4 below.

Table 11: Assets Covered by this Asset Management Plan

Asset Category	Replacement Value (\$)
Road	155,622,160
Kerbing	89,504,775
Footpath	55,263,733
Traffic control devices	7,855,672
Other Assets (Off-Road Carparks, Shared Pathways)	4,801,387
TOTAL	313,047,727

Figure 4: Civil Infrastructure construction periods*



*Total dollar values reflect the current value of existing Civil Infrastructure.

The majority of assets acquired prior to the 1990s, are long-life assets such as road pavement and kerbing. The more recent assets are typically shorter life assets, such as road seals, that have been through one or more renewal cycles and require renewal more frequently.

Asset Capacity and Performance

Assets are generally provided to meet design standards where these are available. However, there is insufficient resources to address all known deficiencies. Locations where deficiencies in service performance are known are detailed in Table 12 below.

Table 12: Known Service Performance Deficiencies

Location	Service Deficiency
Footpath tripping hazards due to tree roots	Regardless of the footpath material and when the footpath segment was last renewed, tree roots will cause tripping hazards over time
Roads on bus routes	Pavement not designed for bus loading resulting in premature failure
Various pram ramp road crossings	Pram ramp crossing does not meet current design and DDA criteria
Significant leaf fall on roads and footpaths	Segments of footpaths and roads experience heavy leaf fall during autumn season, especially in heavily tree-lined suburbs such as Norwood and St Peters

The above service deficiencies were identified from the asset condition assessment completed in the 2023–2024 financial year, as well as via internally-conducted inspections. The identified service deficiencies are addressed systematically through the annual works programs and operational maintenance works wherever feasible.

Condition of Assets

The condition of assets is currently monitored by undertaking a condition assessment of the Civil Infrastructure assets once every five years, the last being in the 2023–2024 financial year. Annual inspections of the worst-conditioned assets are completed to inform the following year’s asset renewal program.

Condition is measured using a 1 to 5 grading system⁴ as detailed in Table 13 below. It is important that consistent condition grades be used in reporting various assets across an organisation. This supports effective communication. At the detailed level, assets may be measured utilising different condition scales, however, for reporting in the AMP they are all translated to the 1 to 5 grading scale.

Table 13: Simple Condition Grading Model

Condition Grading	Description of Condition
1	Very Good: only planned maintenance required
2	Good: minor maintenance required plus planned maintenance
3	Fair: significant maintenance required
4	Poor: significant renewal/rehabilitation required
5	Very Poor: physically unsound and/or beyond rehabilitation

The condition grading profiles for roads and footpaths are shown in Figure 5 and Figure 6.

Figure 5: Asset Condition Profile - Roads

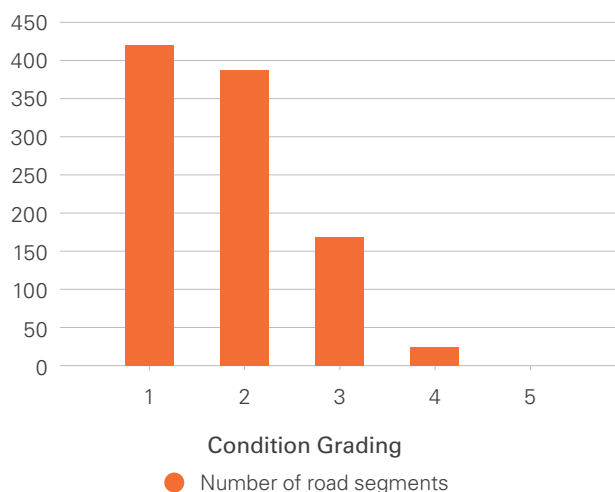
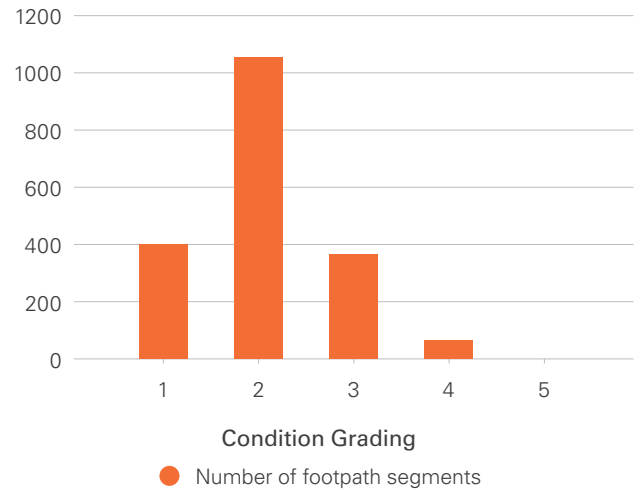


Figure 6: Asset Condition Profile - Footpaths



The condition rating profile of road assets (road seal, road pavement) are essential to monitor, as the renewal of these assets will drive the renewal of adjacent civil assets, namely kerbing, traffic control devices and off-road carparks. It can be seen that the majority of roads are rated as 3 or better. There are a number of renewal of lowly-rated roads which have been deferred to ensure optimal alignment with other projects. For example, the streets in Stepney and Maylands within the Trinity Valley, such as Clifton Street, were due for renewal several years ago. However, they have been scheduled to be renewed in conjunction with the Trinity Valley Stormwater Drainage Upgrade Project, which allows for work efficiencies and optimal budget expenditure.

The condition rating profile of footpath assets shows that a majority of footpaths are in 'good' condition. From an asset management perspective, it is noted that the proposed accelerated conversion of concrete footpaths to brick-paved footpaths is not necessarily driven by the current condition of footpaths, but more so to increase consistency and efficiency with regards to ongoing operational maintenance works.

⁴ IPWEA, 2015, IIMM, Sec 2.5.4



Reconstruction of Footpaths

Operational Maintenance Plan

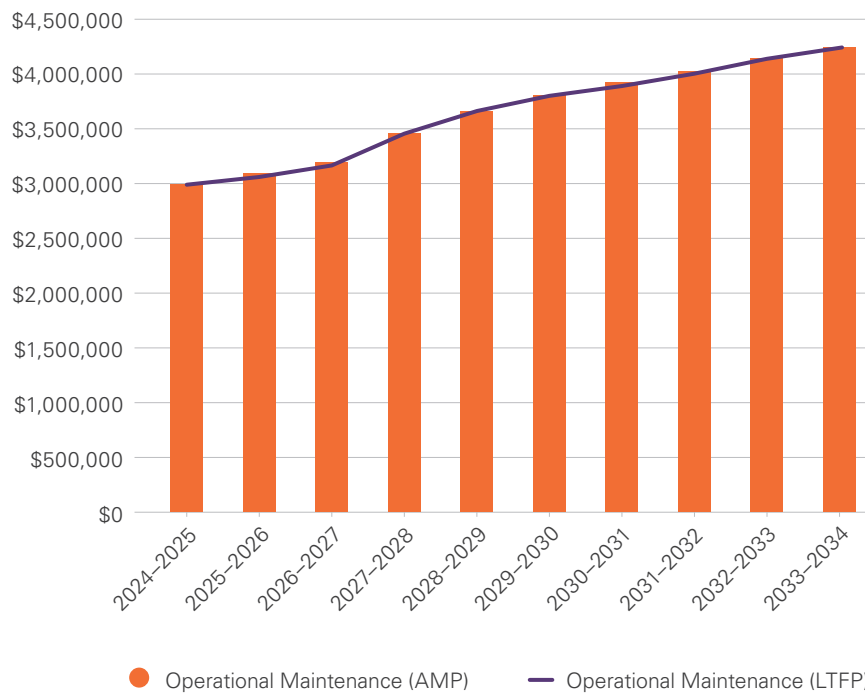
Operational maintenance works focus on the efficiency of assets to ensure the achievement of organisational objectives and the improvement of performance. They include all actions necessary for retaining an asset as near as practicable to an appropriate service condition including regular ongoing day-to-day work necessary to keep assets operating.

Examples of typical operational maintenance activities include asset inspections and patch repairs.

Summary of Forecast Operational Maintenance Costs

Forecast operational maintenance costs are expected to vary in relation to the total value of the asset stock. If additional assets are acquired, the future operational maintenance costs are forecast to increase. If assets are disposed, the forecast operational maintenance costs are expected to decrease. Figure 7 below shows the forecast operational maintenance costs relative to the proposed operational maintenance planned budget.

Figure 7: Operational Maintenance Summary



Additional operational maintenance costs due to the undertaking of acquisition projects have been allowed for. However, these additional costs will be required to be monitored to ensure that the same service levels are being provided following the acquisition of new assets.

Renewal Plan

Renewal involves major capital work which does not significantly alter the original service provided by the asset, but restores, rehabilitates, replaces or renews an existing asset to its original service potential. Work over and above restoring an asset to original service potential is considered to be an acquisition resulting in additional future operational maintenance costs.

The typical 'useful lives' of assets used to develop projected asset renewal forecasts are shown in Table 14 below.

Renewal Ranking Criteria

Asset renewal is typically undertaken to either:

- ensure the reliability of the existing infrastructure to deliver the service it was constructed to facilitate; or
- to ensure the infrastructure is of sufficient quality to meet the service requirements.⁵

It is possible to prioritise renewals by identifying assets or asset groups that:

- have a high consequence of failure;
- have high use and subsequent impact on users would be significant;
- have higher than expected operational maintenance costs; and
- have potential to reduce life-cycle costs by replacement with a modern equivalent asset that would provide the equivalent service.⁶

Table 14: Useful Lives of Assets

Asset Category	Useful Life
Road Pavement	80 to 300 years
Road Surface	15 to 40 years
Kerbing	40 to 70 years
Footpath	30 to 50 years
Linear Park Shared Path Pavement	60 years
Linear Park Shared Path Surface	30 years
Roundabouts	50 years
Traffic Control Devices	30 to 60 years

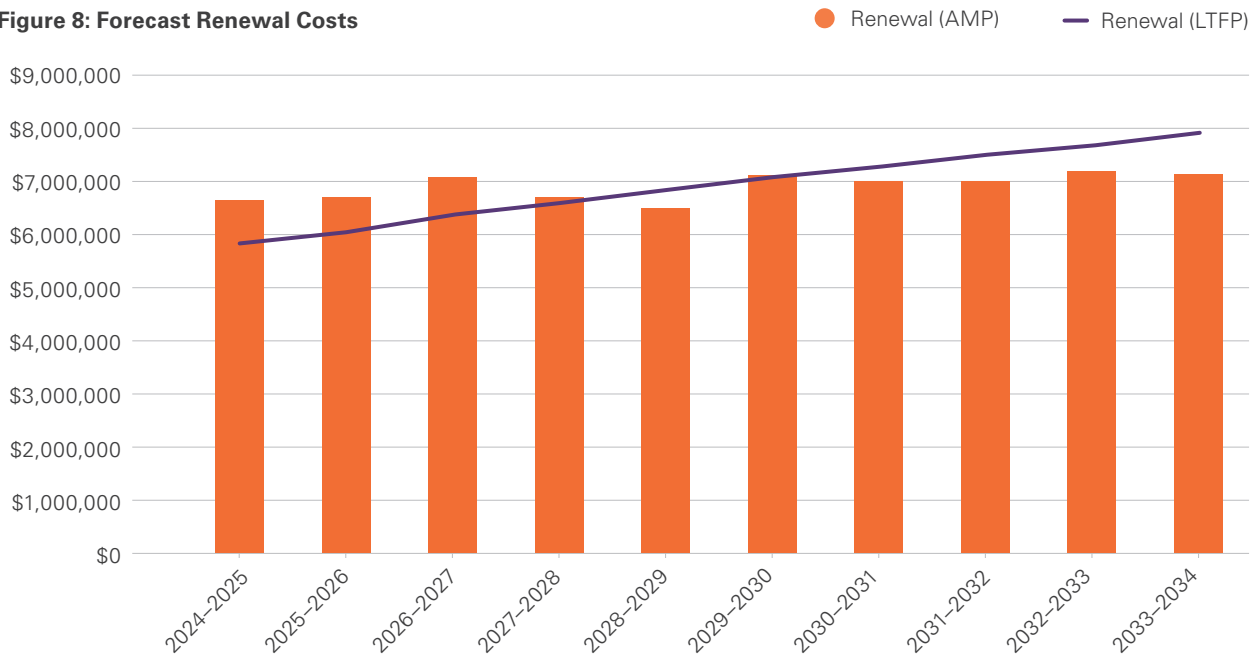
⁵ IPWEA, 2015, IIMM, Sec 3.4.4

⁶ Based on IPWEA, 2015, IIMM, Sec 3.4.5

Summary of Future Renewal Costs

The forecast costs associated with renewals are shown relative to the proposed renewal budget in Figure 8 below.

Figure 8: Forecast Renewal Costs



It has been determined through asset management models that expenditure of approximately \$3.75 million per year on road seal asset renewals, will ensure that current road asset condition profile as shown on page 27 (under Condition of Assets), is maintained and does not worsen over the ten year timeframe. Additionally, the renewal of kerbing and traffic control devices, will be strategically aligned where possible, such as via the 'whole street' renewal approach or the City-wide Cycling Plan.

Following the review and processing of the condition assessment data which was collected during the 2023–2024 financial year, a works program will be formulated to gain a better understanding of the expenditure required and the timeframe to complete the conversion of concrete and asphalt footpaths to brick-paved footpaths.

Should there be financial resourcing issues, prioritisation of these renewals will need to be determined, with high-risk assets to be renewed when required and lower-risk assets being deferred.

Acquisition Plan

Acquisition reflects new assets that did not previously exist or works which will upgrade or improve an existing asset beyond its existing capacity. They may result from growth, demand, social or environmental needs. Assets may also be donated to the Council.

The acquisition projects included in the AMP are projects that are identified within Council’s strategies.

Summary of future asset acquisition costs

Forecast acquisition asset costs are summarised in Figure 9 below and shown relative to the proposed acquisition budget.

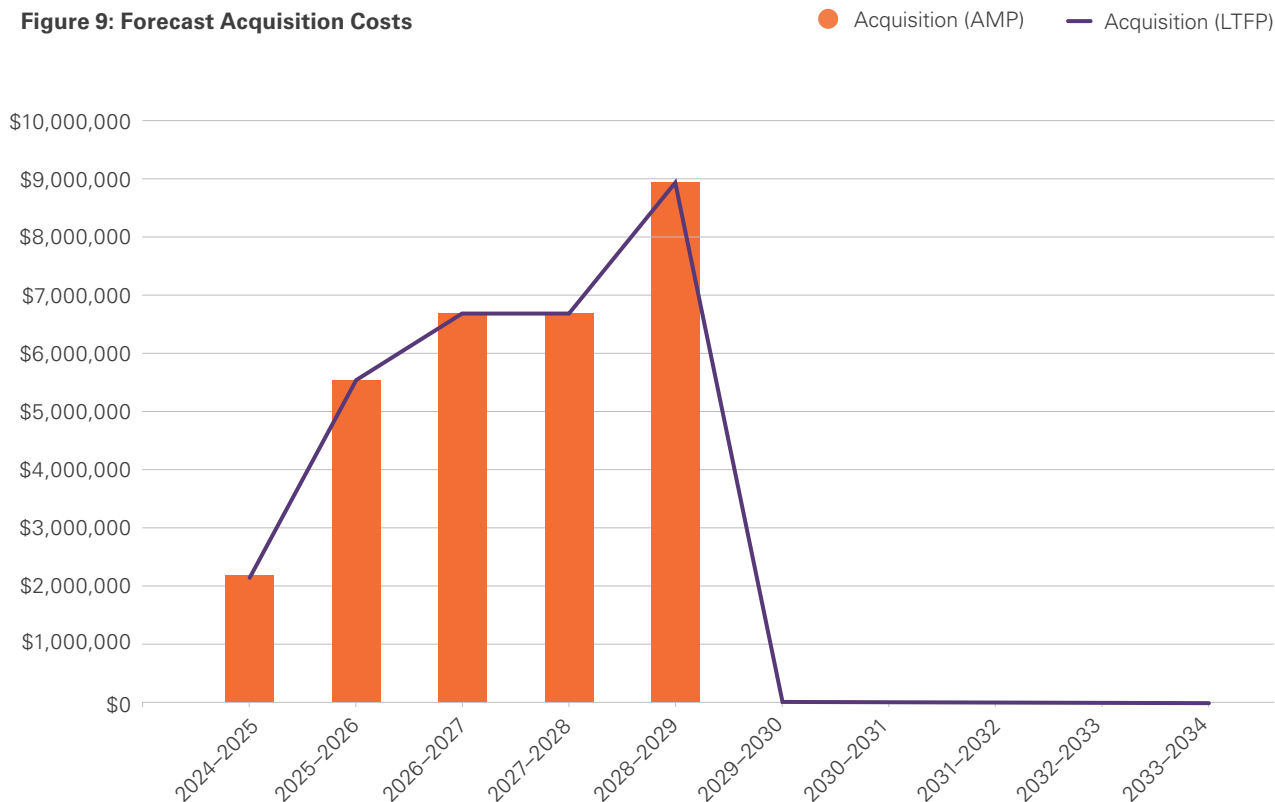
The proposed new and upgraded Civil Infrastructure assets have been programmed to be constructed in conjunction with the requirement for renewal wherever feasible to ensure the full value of existing assets are utilised and that the renewal budget is fully available to assist with the construction of the upgraded asset.

Disposal Plan

Disposal includes any activity associated with the disposal of a decommissioned asset including sale, demolition or relocation.

At this stage, there are no disposal costs forecasted in the next ten years.

Figure 9: Forecast Acquisition Costs



Risk Management Planning

The purpose of risk management associated with infrastructure assets is to document the findings and recommendations resulting from the periodic identification, assessment and treatment of risks associated with providing services from infrastructure, using the fundamentals of International Standard ISO 31000:2018 Risk management – Principles and guidelines.

Risk Management is defined in ISO 31000:2018 as: 'coordinated activities to direct and control with regard to risk'.⁷

An assessment of risks associated with service delivery will identify risks that will result in loss or reduction in service, personal injury, environmental impacts, a 'financial shock', reputational impacts, or other consequences. The risk assessment process identifies credible risks, the likelihood of the risk event occurring, and the consequences should the event occur. The risk assessment should also include the development of a risk rating, evaluation of the risks and development of a risk treatment plan for those risks that are deemed to be non-acceptable.

Critical Assets

Critical assets are defined as those which have a high consequence of failure causing significant loss or reduction of service. Critical assets have been identified and along with their typical failure mode, and the impact on service delivery are summarised in Table 15 below.

By identifying critical assets and failure modes, an organisation can ensure that investigative activities, condition inspection programs, operational maintenance and capital expenditure plans are targeted at critical assets.

Table 15: Critical Assets

Critical Assets	Failure Mode	Impact
Traffic Control Device	Degradation, third party damage	Service interruption
Footpaths	Degradation, third party damage	Service interruption
Road seal	Degradation, third party damage resulting in permeability	Failure of underlying pavement

⁷ISO 31000:2009

Risk Assessment

The risk management process used is shown in Figure 10.

The risk management process is an analysis and problem-solving technique that is designed to provide logical process for the selection of treatment plans and management actions to protect the community against unacceptable risks.

The process is based on the fundamentals of International Standard ISO 31000:2018.

The risk assessment process identifies credible risks, the likelihood of the risk event occurring, the consequences should the event occur, development of a risk rating, evaluation of the risk and development of a risk treatment plan for unacceptable risks.

An assessment of risks associated with service delivery will identify risks that will result in loss or reduction in service, personal injury, environmental impacts, a ‘financial shock’, reputational impacts or other consequences. This is outlined in Table 16 below.

Figure 10: Risk Management Process – Abridged

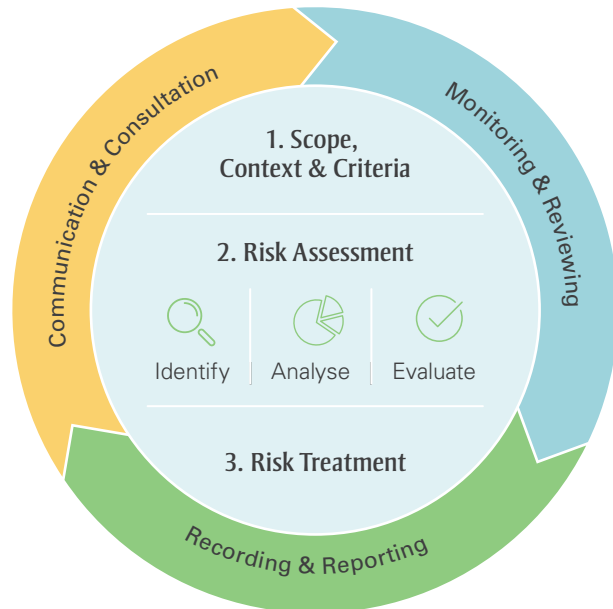


Table 16: Risks and Treatment Plans

Service or Asset at Risk	Risk Event	Impact Category	Risk Rating	Risk Treatment Plan	Residual Rating
Footpaths	Tripping hazards	Service / Reputation	Substantial (13)	Accelerated conversion of concrete and asphalt footpaths to brick-paved footpaths leads to immediate decrease in hazards. Over the long-term, consistency in footpath material will lead to increased efficiencies with regards to operational maintenance works.	Medium (17)
Strategic alignment of asset renewal and upgrade projects	Missed opportunities for 'whole street' projects. Inefficiencies in renewal program.	Reputation	Medium (17)	Establishment of effective GIS to enable optimal alignment of renewals, upgrades and strategies.	Low (22)

* Refer to Risk Matrix in Table 17 (page 35).

Table 17: Council's Risk Matrix

A 'risk rating'—sometimes known as the risk level—is obtained by applying the likelihood and consequence in the context of existing and proposed control measures to arrive at the level of risk, as per the Risk Matrix shown below.

	Catastrophic	Major	Moderate	Minor	Insignificant
Almost Certain	Extreme 1	Extreme 4	High 8	High 10	Substantial 15
Likely	Extreme 2	Extreme 5	High 9	Substantial 14	Medium 20
Possible	Extreme 3	High 7	Substantial 13	Medium 19	Low 23
Unlikely	High 6	Substantial 12	Medium 17	Low 21	Low 24
Very Unlikely	Substantial 11	Medium 16	Medium 18	Low 22	Low 25

Service and Risk Trade-offs

The decisions made when adopting this AMP have been based on the objective of achieving the optimum benefits from the available resources (financial and human).

What the Council cannot do

Works and services that cannot be provided under present funding levels are:

- undertaking of major acquisition works which are not set out in Council's LTFP; and
- provision of operational maintenance and renewal works above the current service levels.

Service Trade-off

If there is forecast work (operational maintenance, renewal, acquisition or disposal) that cannot be undertaken due to insufficient resources, then this will result in service consequences for users. These service consequences include:

- decreased levels of service;
- potential asset failures; and
- limited acquisition of new assets.

Risk Trade-off

The forecast works not being undertaken due to insufficient resources, may sustain or create risk consequences. These risk consequences include:

- unsafe condition of assets leading to user risk;
- service provided by assets not to the standard of the users; and
- loss of the Council's reputation.

The Council will endeavour to manage these risks within the available funding allocation by:

- finding efficiencies within the current operational maintenance program; and
- prioritisation of renewal projects.

Infrastructure Resilience Approach

The resilience of the Council's critical infrastructure is vital to the ongoing provision of services to the community. To adapt to changing conditions, the Council needs to understand its capacity to 'withstand a given level of stress or demand' and to respond to possible disruptions to ensure continuity of service.

Resilience is built upon aspects such as response and recovery planning, financial capacity, climate change and crisis leadership.

The Council does not currently measure its resilience in service delivery. This will be included in future iterations of the AMP.

Financial Summary

This section contains the financial requirements resulting from the information presented in the previous sections of this AMP. The financial projections will be improved as the discussion on desired levels of service and asset performance matures.

Financial Statements and Projections

Asset Valuations

The best available estimate of the value of assets included in this AMP are shown below. The assets are valued 'at cost to replace' service capacity:

Current (Gross) Replacement Cost	\$313,047,727
Depreciable Amount	\$313,047,727
Depreciated Replacement Cost⁸	\$189,026,721
Depreciation during the 2022–2023 Financial Year	\$4,957,783

Sustainability of Service Delivery

There are two key indicators of sustainable service delivery that have been considered in developing this AMP, namely:

- Asset Renewal Funding Ratio (proposed LTFP renewal budget for the next ten years / forecast AMP renewal costs for next ten years); and
- medium term forecast costs / proposed budget (over ten years of the planning period).

Asset Renewal Funding Ratio

The **Asset Renewal Funding Ratio** is an important indicator and illustrates that over the next ten years, the Council expects to have 100% of the funds that are required for the optimal renewal of assets.

The forecast renewal work together with the proposed renewal budget is illustrated in Appendix C (page 45).

Asset Renewal Funding Ratio⁹	100.37%
--	----------------

⁸ Also reported as *Written Down Value, Carrying or Net Book Value*.

⁹ AIFMM, 2015, Version 1.0, *Financial Sustainability Indicator 3, Sec 2.6*.

Medium Term – Ten Year Financial Planning Period

This AMP identifies the forecast operational maintenance and renewal costs that are required to provide an agreed level of service to the community over a ten year period. This provides input into ten year financial and funding plans aimed at providing the required services in a sustainable manner.

This forecast work can be compared to the proposed budget over the ten year period to identify any funding shortfall.

The forecast AMP operational maintenance and renewal costs over the ten year planning period is \$10,550,691 on average per year.

The LTFP operational maintenance and renewal funding is \$10,576,377 on average per year, resulting in nil funding shortfall. This indicates that 100% of the forecast costs needed to provide the services documented in this AMP are accommodated in the proposed budget.

Providing sustainable services from infrastructure requires the management of service levels, risks, forecast outlays and financing to achieve a financial indicator of approximately 100% for the first years of the AMP and ideally over the ten year life of the LTFP.

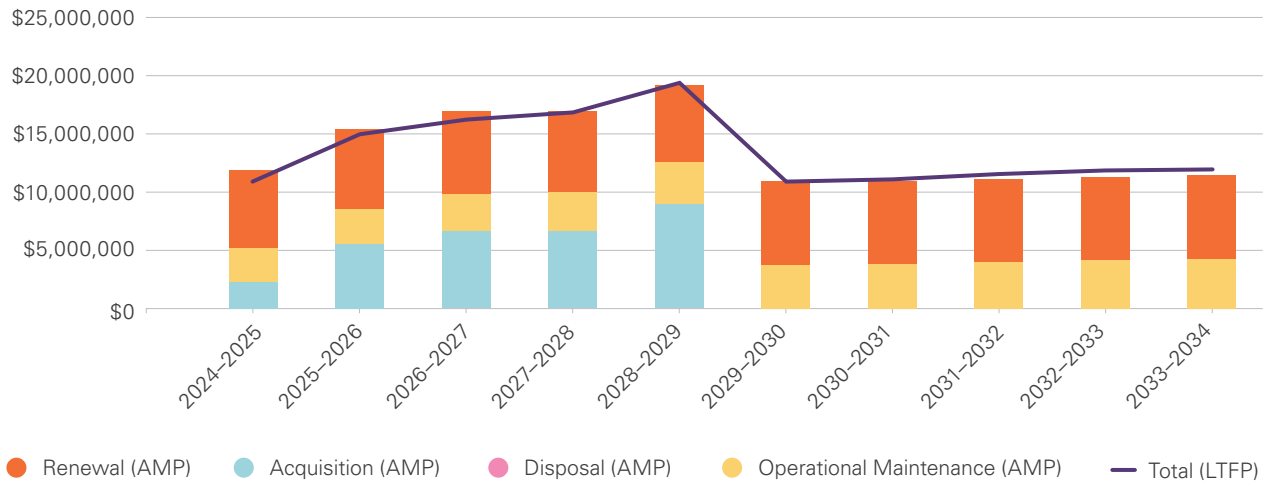
Forecast Costs (outlays) for the LTFP

A summary of the anticipated AMP forecast life-cycle costs compared with the LTFP planned budget are shown in Table 18 below and Figure 11 on the following page.

Table 18: Forecast Life-Cycle Costs and Planned Budgets

Year	Acquisition (AMP) (\$)	Operational Maintenance (AMP) (\$)	Renewal (AMP) (\$)	Disposal (AMP) (\$)	Total Budget (LTFP) (\$)
2024–2025	2,180,000	2,987,455	6,674,028	0	11,056,439
2025–2026	5,550,000	3,077,079	6,715,623	0	14,709,709
2026–2027	6,700,000	3,169,391	7,092,695	0	16,264,208
2027–2028	6,700,000	3,454,473	6,720,930	0	16,767,510
2028–2029	8,950,000	3,671,407	6,490,875	0	19,458,608
2029–2030	0	3,781,549	7,107,595	0	10,867,783
2030–2031	0	3,894,996	6,943,776	0	11,187,340
2031–2032	0	4,011,845	6,993,250	0	11,513,880
2032–2033	0	4,132,201	7,198,067	0	11,840,806
2033–2034	0	4,256,167	7,133,512	0	12,177,489

Figure 11: Forecast Life-Cycle Costs and Planned Budgets



Funding Strategy

The proposed funding for the acquisition, renewal, operational maintenance and disposal of assets is outlined in the Council’s Annual Budget and LTFP.

The Council’s financial strategy outlines how funding will be provided, whereas the AMP sets out how and when this will be spent, together with the service and risk consequences of various service alternatives.

Valuation Forecasts

Asset values are forecast to increase as additional assets are added to the stock of assets.

Additional assets will generally add to the operational maintenance needs in the longer term. Additional assets will also require additional costs due to future renewals. Any additional assets will also add to future depreciation forecasts.

Key Assumptions Made in Financial Forecasts

In preparing this AMP, it has been necessary to make some assumptions. This section details the key assumptions that have been made in the development of this AMP and provide an understanding of the level of confidence in the data that has been used to calculate the financial forecasts.

Key assumptions made in this AMP are:

- renewal costs have been based on previous projects undertaken by the Council; and
- forecasted operational maintenance costs are based on previous expenditure for the same service levels.

Forecast Reliability and Confidence

The forecast costs, proposed budgets and valuation projections in this AMP, are based on the best available data. For effective asset and financial management, it is critical that the information is current and accurate. Data confidence is classified on an A to E level scale¹⁰ in accordance with Table 19 (page 39).

¹⁰ IPWEA, 2015, IIMM, Table 2.4.6

Table 19: Data Confidence Grading System

Grade	Confidence Grade	Description
A	Highly reliable	Data based on sound records, procedures, investigations and analysis, documented properly and agreed as the best method of assessment.
B	Reliable	Data based on sound records, procedures, investigations and analysis, documented properly but has minor shortcomings, for example some of the data is old, some documentation is missing and/or reliance is placed on unconfirmed reports or some extrapolation.
C	Uncertain	Data based on sound records, procedures, investigations and analysis which is incomplete or unsupported, or extrapolated from a limited sample for which grade A or B data are available.
D	Very Uncertain	Data is based on unconfirmed verbal reports and/or cursory inspections and analysis. Dataset may not be fully complete, and most data is estimated or extrapolated.
E	Unknown	None or very little data is held.

The estimated confidence level for and reliability of data used in this AMP is shown in Table 19 below.

Table 20: Data Confidence Assessment for Data Used in Asset Management Plan

Data	Confidence Assessment	Comment
Demand drivers	C	Based on development application trends, <i>profile.id</i> data, climate change data, community surveys
Growth projections	C	Based on development application trends, <i>profile.id</i> data
Acquisition forecast	B	In line with strategic plans, policy and procedures
Operational maintenance forecast	B	Based on previous years
Renewal forecast		
- Asset values	B	As per approved methodology
- Asset useful lives	B	Current estimates from asset register
- Condition modelling	B	Methodology and data capture to be updated
Disposal forecast	E	No disposal of assets anticipated

The estimated confidence level for and reliability of data used in this AMP is considered to be reliable.

Plan Improvement and Monitoring

Status of Asset Management Practices

Accounting and Financial Data Sources

The Council uses Authority and Conquest as its financial management and accounting IT systems. These systems have the capability to report on the full life-cycle of assets, providing full transparency from acquisition to disposal.

Asset Management Data Sources

The Council uses Conquest as its asset management system, and Spectrum Spatial as its geographical information system. There are plans to improve integration between the GIS data with the asset management register to provide a live and amalgamated asset data system.

Improvement Plan

It is important that the Council recognises areas of the AMP and planning process that require future improvements to ensure effective asset management and informed decision making.

The improvement plan generated from this AMP is the following:

Task 1: Formalise ongoing monitoring and reporting of improvement plan tasks and performance measures

Responsibility: Project Manager, Assets
Resources Required: Manager, City Project
Timeline: 1 year

Task 2: Review condition assessment data collected in 2023–2024

Responsibility: Project Manager, Assets
Resources Required: Manager, City Project
Timeline: 1 year

Task 3: Develop further the risk assessment and management planning

Responsibility: Project Manager, Assets
Resources Required: Project Officer, Assets and Asset Consultants
Timeline: 2 years

Task 4: Improve GIS data storage system integration with asset database

Responsibility: Project Manager, Assets
Resources Required: Information Services, Consultants
Timeline: 3 years

Task 5: Review resilience of critical infrastructure

Responsibility: Project Manager, Assets
Resources Required: City Assets and Asset Consultants
Timeline: 4 years

Task 6 : Integrate climate risk assessment into asset management planning

Responsibility: Project Manager, Assets
Resources Required: City Assets and Asset Consultants
Timeline: 4 years



Construction of New Path - River Torrens Linear Park

Monitoring and Review Procedures

This AMP will be reviewed and updated annually to ensure that it represents the current service level, asset values, forecast operational maintenance, renewals, acquisition and disposal costs and proposed budgets. These forecast costs and proposed budget are incorporated into the LTFP or will be incorporated into the LTFP once completed.

The AMP has a maximum life of four years and is due for complete revision and updating within two years of each Local Government election.

Performance Measures

The effectiveness of this AMP can be measured in the following ways:

Forecast costs identified in this AMP are incorporated into the LTFP;

Short-term detailed works programs, budgets, business plans and corporate structures take into account the 'global' works program trends provided by the AMP; and

The Asset Renewal Funding Ratio achieving the Organisational Target (between 90% and 110%).

References

- IPWEA, 2006, 'International Infrastructure Management Manual', Institute of Public Works Engineering Australasia, Sydney, www.ipwea.org/IIMM;
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- IPWEA, 2012 LTFP Practice Note 6 PN Long-Term Financial Plan, Institute of Public Works Engineering Australasia, Sydney;
- ISO, 2018, ISO 31000:2018, Risk management – Guidelines;
- *CityPlan 2030: Shaping Our Future*;
- Long-term Financial Plan;
- Annual Business Plan;
- City-Wide Cycling Plan;
- Kent Town Urban Design Framework and Public Realm Manual;
- River Torrens Linear Park Strategic Integrated Asset Management Plan;
- Private Laneways Policy and Procedure;
- Asset Management Policy; and
- City of Norwood Payneham & St Peters Community Survey Report.

Appendices

Appendix A. Acquisition Forecast	43
Appendix B. Operational Maintenance Forecast	44
Appendix C. Renewal Forecast Summary	45
Appendix D. Disposal Summary	46

Appendix A

Acquisition Forecast

A.1 – Acquisition Forecast Assumptions and Source

The acquisition projects contained within this AMP have been derived from the Council's strategies.

A.2 – Acquisition Project Summary

Year	Project	Cost (\$)
2024–2025	Traffic Management Marden & Royston Park - Detailed Design	30,000
2024–2025	Traffic Management Marden & Royston Park - Construction	250,000
2024–2025	Traffic Management in Payneham South, Firle and Trinity Gardens - Detailed Design	70,000
2024–2025	Richmond St, Hackney & Eighth Ave, St Peters - Detailed Design	50,000
2024–2025	Installation of Speed Cushions in Langman Grove	150,000
2024–2025	George Street Upgrade - Additional Funding	1,560,000
2024–2025	40km/h Speed Limit - Hackney to Marden	70,000
2025–2026	Implementation of The Parade Master Plan	5,250,000
2025–2026	Traffic Management in Payneham South, Firle and Trinity Gardens - Construction	300,000
2026–2027	Implementation of The Parade Master Plan	6,700,000
2027–2028	Implementation of The Parade Master Plan	6,700,000
2028–2029	Implementation of The Parade Master Plan	8,950,000

Appendix A (continued)

A.3 – Acquisition Forecast Summary

Year	Operational Maintenance (AMP) (\$)	Operational Maintenance (LTFP) (\$)
2024–2025	2,180,000	2,180,000
2025–2026	5,550,000	5,550,000
2026–2027	6,700,000	6,700,000
2027–2028	6,700,000	6,700,000
2028–2029	8,950,000	8,950,000
2029–2030	0	0
2030–2031	0	0
2031–2032	0	0
2032–2033	0	0
2033–2034	0	0

Appendix B

Operational Maintenance Forecast

B.1 – Operational Maintenance Forecast Assumptions and Source

The operational maintenance forecast has been based on previous expenditure for the same service levels, with requirements of additional operational maintenance expenditure due to acquisition projects factored in.

B.2 – Operational Maintenance Forecast Summary

Year	Operational Maintenance (AMP) (\$)	Operational Maintenance (LTFP) (\$)
2024–2025	2,987,455	2,987,455
2025–2026	3,077,079	3,077,079
2026–2027	3,169,391	3,169,391
2027–2028	3,454,473	3,454,473
2028–2029	3,671,407	3,671,407
2029–2030	3,781,549	3,781,549
2030–2031	3,894,996	3,894,996
2031–2032	4,011,845	4,011,845
2032–2033	4,132,201	4,132,201
2033–2034	4,256,167	4,256,167

Appendix C

Renewal Forecast Summary

C.1 – Renewal Forecast Assumptions and Source

The asset renewal program was derived from asset condition audits and the Council's asset register. Additional factors were all considered for some asset classes as described below.

Road Pavements and Surfaces were modelled using Road Surface Manager to provide a program for optimal intervention times and extent of works required.

Kerbing was programmed in conjunction with the road resealing program. Works programmed with the road resealing program are not necessarily full reconstructions and can be limited to repair of sections that have incurred external damage.

Traffic Control Devices were programmed in conjunction with the road resealing program. Certain types of traffic control devices such as speed humps will require reconstruction with the reseal of the road and have been programmed accordingly.

Footpaths have been programmed from the asset register. An accelerated program to replace asphalt and concrete footpaths with block pavers will be implemented and will be based on observations from the findings of the asset condition assessment works.

C.2 – Renewal Forecast Summary

Year	Renewal (AMP) (\$)	Renewal (LTFP) (\$)
2024–2025	6,674,028	5,888,984
2025–2026	6,715,623	6,082,630
2026–2027	7,092,695	6,394,817
2027–2028	6,720,930	6,613,037
2028–2029	6,490,875	6,837,201
2029–2030	7,107,595	7,086,234
2030–2031	6,943,776	7,292,344
2031–2032	6,993,250	7,502,035
2032–2033	7,198,067	7,708,605
2033–2034	7,133,512	7,921,322

Appendix D

Disposal Summary

D.1 – Disposal Forecast Assumptions and Source

No disposals have been forecast over the AMP period.

D.2 – Disposal Forecast Summary

Year	Disposal (AMP) (\$)	Disposal (LTFP) (\$)
2024–2025	0	0
2025–2026	0	0
2026–2027	0	0
2027–2028	0	0
2028–2029	0	0
2029–2030	0	0
2030–2031	0	0
2031–2032	0	0
2032–2033	0	0
2033–2034	0	0

Further Information

For information on the Council's *Asset Management Plan: Civil Infrastructure 2025–2034*, please visit www.npsp.sa.gov.au or phone 8366 4555.

You can also visit the Council's Customer Service Centre at the Norwood Town Hall, 175 The Parade, Norwood.

Additional Copies

The *Asset Management Plan: Civil Infrastructure 2025–2034* can be viewed online at www.npsp.sa.gov.au

Additional copies may also be obtained by:

- visiting Norwood Town Hall
- visiting any of the Council's Libraries
- emailing townhall@npsp.sa.gov.au
- contacting the Council on 8366 4555
- writing to the Council at PO Box 204, Kent Town SA 5074

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City of
**Norwood
Payneham
& St Peters**



Asset Management Plan

Recreation and Open Space Infrastructure

2025–2034



City of
Norwood
Payneham
& St Peters



Contents

Executive Summary	2
The City of Norwood Payneham & St Peters' Asset Management Plans, provide a comprehensive overview of the City's assets, including replacement value and condition of the assets, performance of the assets, service levels, and associated financial considerations.	
<i>Asset Management Plans</i>	<i>2</i>
<i>Asset Description</i>	<i>4</i>
<i>Levels of Service</i>	<i>4</i>
<i>Future Demand</i>	<i>4</i>
<i>Life-Cycle Management Plan</i>	<i>4</i>
<i>Asset Management Practices</i>	<i>4</i>
<i>Monitoring and Improvement Program</i>	<i>4</i>
<i>Financial Summary</i>	<i>5</i>
Introduction	6
<i>Background</i>	<i>6</i>
<i>Goals and Objectives of Asset Ownership</i>	<i>12</i>
Levels of Service	14
<i>Research and Community Expectations</i>	<i>14</i>
<i>Strategic and Corporate Goals</i>	<i>14</i>
<i>Legislative Requirements</i>	<i>16</i>
<i>Citizen Values</i>	<i>17</i>
<i>Citizen Levels of Service</i>	<i>19</i>
<i>Technical Levels of Service</i>	<i>20</i>

Future Demand	22	Financial Summary	36
<i>Drivers of Demand</i>	22	<i>Financial Statements and Projections</i>	36
<i>Demand Impact and Demand Management Plan</i>	22	<i>Funding Strategy</i>	38
<i>Demand Forecasts</i>	22	<i>Valuation Forecasts</i>	38
<i>Asset Programs to Meet Demand</i>	22	<i>Key Assumptions Made in Financial Forecasts</i>	38
<i>Climate Change and Adaptation</i>	24	<i>Forecast Reliability and Confidence</i>	38
Life-Cycle Management Plan	26	Plan Improvement and Monitoring	40
<i>Background Data</i>	26	<i>Status of Asset Management Practices</i>	40
<i>Operational Maintenance Plan</i>	29	<i>Improvement Plan</i>	40
<i>Renewal Plan</i>	30	<i>Monitoring and Review Procedures</i>	41
<i>Summary of Future Renewal Costs</i>	31	<i>Performance Measures</i>	41
<i>Acquisition Plan</i>	32		
<i>Disposal Plan</i>	32	References	42
Risk Management Planning	33	Appendices	43
<i>Critical Assets</i>	33	<i>Appendix A</i>	43
<i>Risk Assessment</i>	34	<i>Appendix B</i>	44
<i>Service and Risk Trade-Offs</i>	35	<i>Appendix C</i>	45
<i>Infrastructure Resilience Approach</i>	35	<i>Appendix D</i>	46

Executive summary

Asset Management Plans

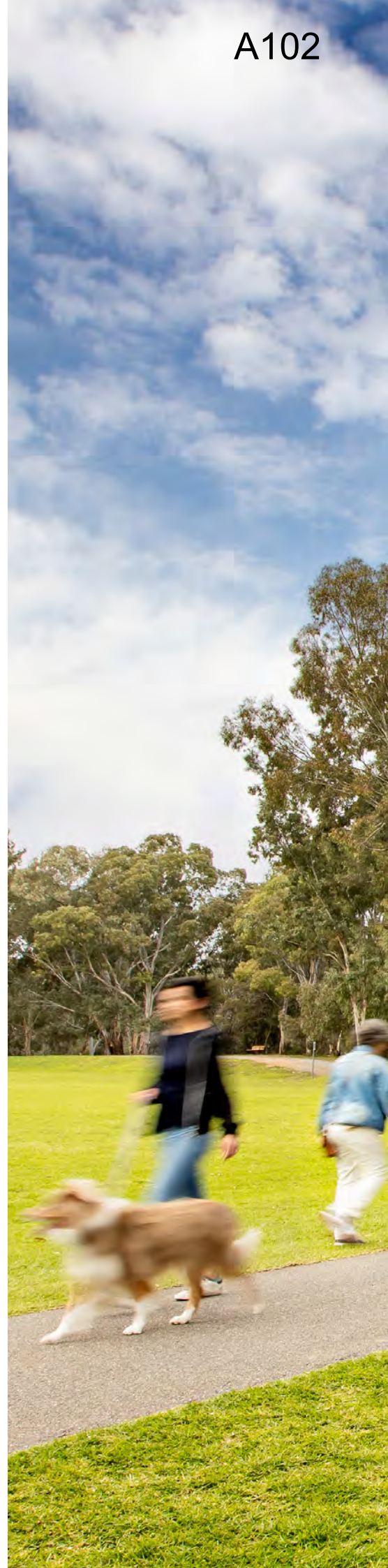
The City of Norwood Payneham & St Peters' Asset Management Plans (AMPs), provide a comprehensive overview of the City's assets, including replacement value and condition of the assets, performance of the assets, service levels, and associated financial considerations.


The primary aim of the AMPs is to ensure that the Council can deliver essential services, maintain assets, and achieve its strategic objective in a financially sustainable, appropriate and prudential manner over the short, medium, and long term.

The AMPs outline the management, inspection and replacement requirements associated with the prudent curation of assets, including projected annual expenditure over a ten-year planning horizon. The AMPs also set out the planned activities to align with the Council's strategic objectives, therefore ensuring continued services to the community.

Requirement under the Local Government Act 1999

Section 122 of the *Local Government Act 1999*, requires the Council to develop and adopt AMPs to guide the management and development of its infrastructure and major assets over a ten year planning horizon. This ensures that strategic asset management aligns with the Council's overarching strategic management plan (*CityPlan 2030: Shaping Our Future*) and the *Long-term Financial Plan* (LTFP), particularly in respect to asset renewal.





The Council's AMPs are set out in four separate documents, namely:

Civil Infrastructure

Stormwater Management

Buildings

Recreation and Open Space

Asset Description

The City's Recreation and Open Space Infrastructure assets comprise of the following components:

- fencing (including reserve fencing and barriers);
- furniture (including but not limited to bus stop shelters, barbecues, benches, bike racks, litter bins, dog bag dispensers, drinking fountains, picnic table settings);
- irrigation systems;
- reserve lighting;
- paths (including steps and hand rails);
- retaining walls (including stone and concrete retaining walls); and
- sports grounds and playgrounds (including tennis court facilities, basketball courts and shade sail structures).

The Recreation and Open Space Infrastructure assets have a significant total renewal value currently estimated at \$32,129,245.

Levels of Service

The Council's present funding levels are sufficient to continue to provide existing services at current service levels.

The main impacts of the Council's planned budget expenditure are:

- assets are replaced accordingly taking into account the condition of the asset and intended useful-life of the particular asset; and
- the standard of the assets in respect to compliance with the relevant standards, legislation and guidelines.

Future Demand

The main demands for new services are generated by:

- the impacts of climate change;
- increased use of Recreation and Open Space Infrastructure assets due to the increase in population and the decrease of private open space as a result of smaller residential block sizes; and
- increasing temperature and reduced rainfall due to a changing climate.

These demands will be approached using a combination of managing existing assets, upgrading existing assets and providing new assets to meet demand. Demand

management practices can also include a combination of non-asset solutions, insuring against risks and managing failures, including:

- monitoring and auditing of asset condition and compliance; and
- understanding the expectations and needs of the community.

Life-Cycle Management Plan

What does it Cost?

The forecast life-cycle costs necessary to provide the services covered by this AMP, includes operational maintenance, renewal, acquisition, and disposal of assets. Although the AMP may be prepared for a range of time periods, it typically informs a long-term financial planning period of ten years. Therefore, a summary output from the AMP is the forecast of total outlays over a ten year period which in respect to the Recreation and Open Space Infrastructure assets is estimated at \$62,314,249 or \$6,231,425 on average per year.

Asset Management Practices

The Council's systems that are used to manage assets include:

- the Council's asset management system;
- the Council's financial system; and
- the Council's strategic and planning documents.

Monitoring and Improvement Program

The next steps resulting from this AMP, in respect to improving asset management practices are to:

- formalise ongoing monitoring and reporting of improvement plan tasks and performance measures;
- finalise the update of the Council's Open Space Strategy and aligns objectives with the AMP and LTFP accordingly;
- develop further the risk assessment and management planning;
- improve GIS data storage system integration with asset database;
- review resilience of critical infrastructure; and
- integrate climate risk assessment into asset management planning.

Financial Summary

What the Council will do

Estimated available funding for the ten year period (2024–2025 to 2033–2034) is \$63,787,100 (or \$6,378,710 on average per year) as set out in the Council's Long-term Financial Plan (LTFP). This is approximately 100% of the cost to sustain the current level of service at the lowest life-cycle cost.

In practice, only what is funded in the LTFP can be provided. The informed decision-making depends on the AMP emphasising the consequences of planned budgets on the service levels which are provided and the associated risks.

The anticipated planned budget for the City's Recreation and Open Space Infrastructure assets, results in a nil shortfall for the forecast life-cycle costs required to provide services in the AMP compared with the planned budget currently included in the LTFP. This is shown in Figure 1 below.

The Council plans to undertake the following in respect to the City's Recreation and Open Space Infrastructure assets:

- provision of operational maintenance and renewal works for existing assets to meet current service levels; and
- review the findings of the updated Open Space Strategy, and align its objectives with the AMP and LTFP.

What the Council cannot do

Works and services that cannot be provided under present funding levels are:

- undertaking of major acquisition works which are not set out in Council's LTFP; and
- provision of operational maintenance and renewal works above the current service levels.

Managing the Risks

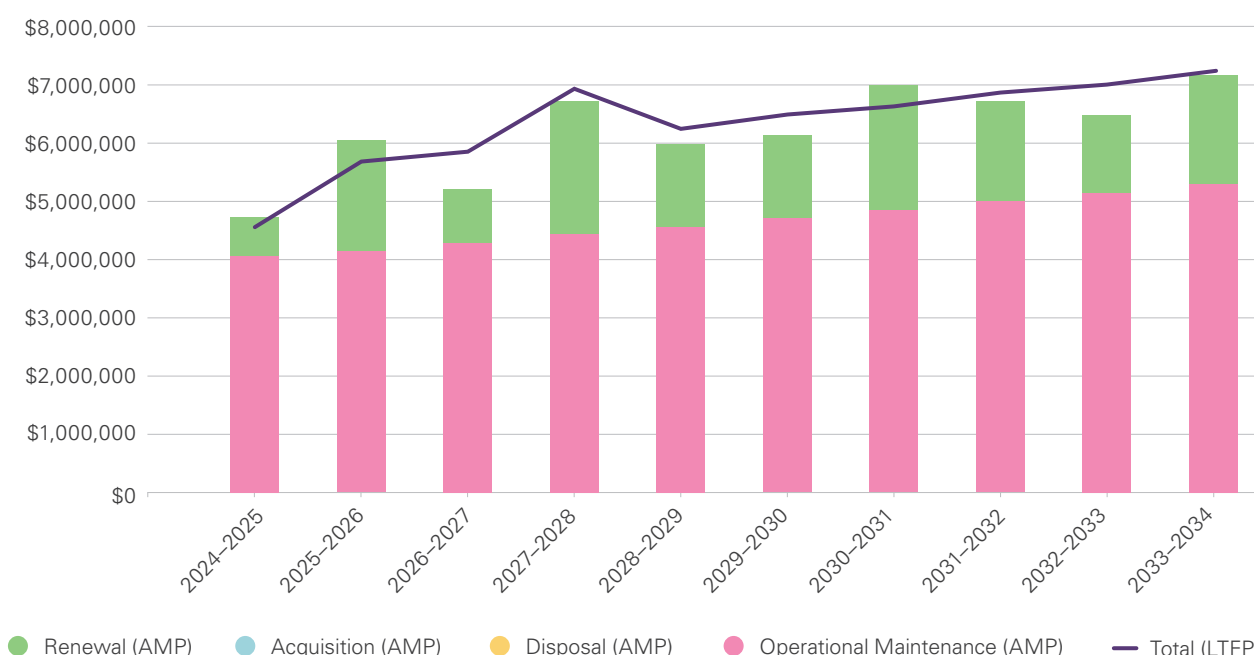
If there is forecast work (operational maintenance, renewal, acquisition or disposal) that cannot be undertaken due to insufficient financial resources, then this could result in service consequences for users. These include:

- playground assets not being compliant with relevant legislation, Standards and guidelines; and
- increased risk of asset failure due to deferred or under-funded operational maintenance works.

The Council will endeavour to manage these risks within the available funding allocation by:

- finding efficiencies within the current operational maintenance program; and
- increasing proactive inspections and maintenance.

Figure 1: Forecast Life-Cycle Costs and Planned Budgets



Introduction

Background

This AMP sets out the requirements for the sustainable delivery of services through the management of assets, compliance with regulatory requirements and required funding to provide the appropriate levels of service over the long-term planning period.

The Council has a strong focus on asset management, with continuous improvements during the revision of the AMP. Integration of acquisition and renewal planning is undergoing continuous improvement to ensure the minimum required investment provides the greatest value outcomes.

This AMP is to be read in conjunction with the following key planning documents:

CityPlan 2030: Shaping Our Future

Long-term Financial Plan

Annual Business Plan

Open Space Strategy

Playgrounds Strategy

Tennis Facilities Policy

Asset Management Policy

City of Norwood Payneham & St Peters
Community Survey Outcomes





Strategic Direction

The Council's strategic direction is guided by four Outcomes or Pillars which contribute to the realisation of the Council's Vision and are based on the four Pillars of the Quadruple Bottom Line (QBL) framework. The four Outcomes are **Social Equity, Cultural Vitality, Economic Prosperity and Environmental Sustainability**.

For our City, adding the fourth Pillar of culture to the traditional Triple Bottom Line (TBL) approach to decision making of environmental, social and economic sustainability, highlights the importance of protecting and enhancing our City's unique character and strong 'sense of place'.

The Objectives set out in *CityPlan 2030: Shaping Our Future*, which outline the priorities for what needs to happen to achieve the four Outcomes, reflect the community's aspirations, the policy commitments which have been made by the Council and the likely trends and issues which the City will face in achieving the objectives set out in *CityPlan 2030*.

CityPlan 2030 plays a pivotal role in guiding the City of Norwood Payneham & St Peters towards the community's vision for the future. Achieving the objectives and strategies contained in *CityPlan 2030*, requires transparent and accountable governance structures and processes which are both flexible and responsive to the future opportunities and challenges that will present themselves.

It will also require a positive 'can-do attitude' and approach to ensure that the Council realises the future which we want for ourselves and the next generations, rather than just 'letting things happen'.

We exist to improve the Well-being of our citizens and our community, through:

Social Equity

Cultural Vitality

Economic Prosperity

Environmental Sustainability



Strategic Planning Framework

In working towards our vision, all of the programs, projects and services which the Council delivers are structured into four key outcome areas, referred to as the 'Four Pillars' of Community Well-being.



Key Stakeholders in the Asset Management Plan

Key Stakeholder Roles

Key stakeholders who have been involved in the preparation and implementation of this AMP are shown in Table 1 below.

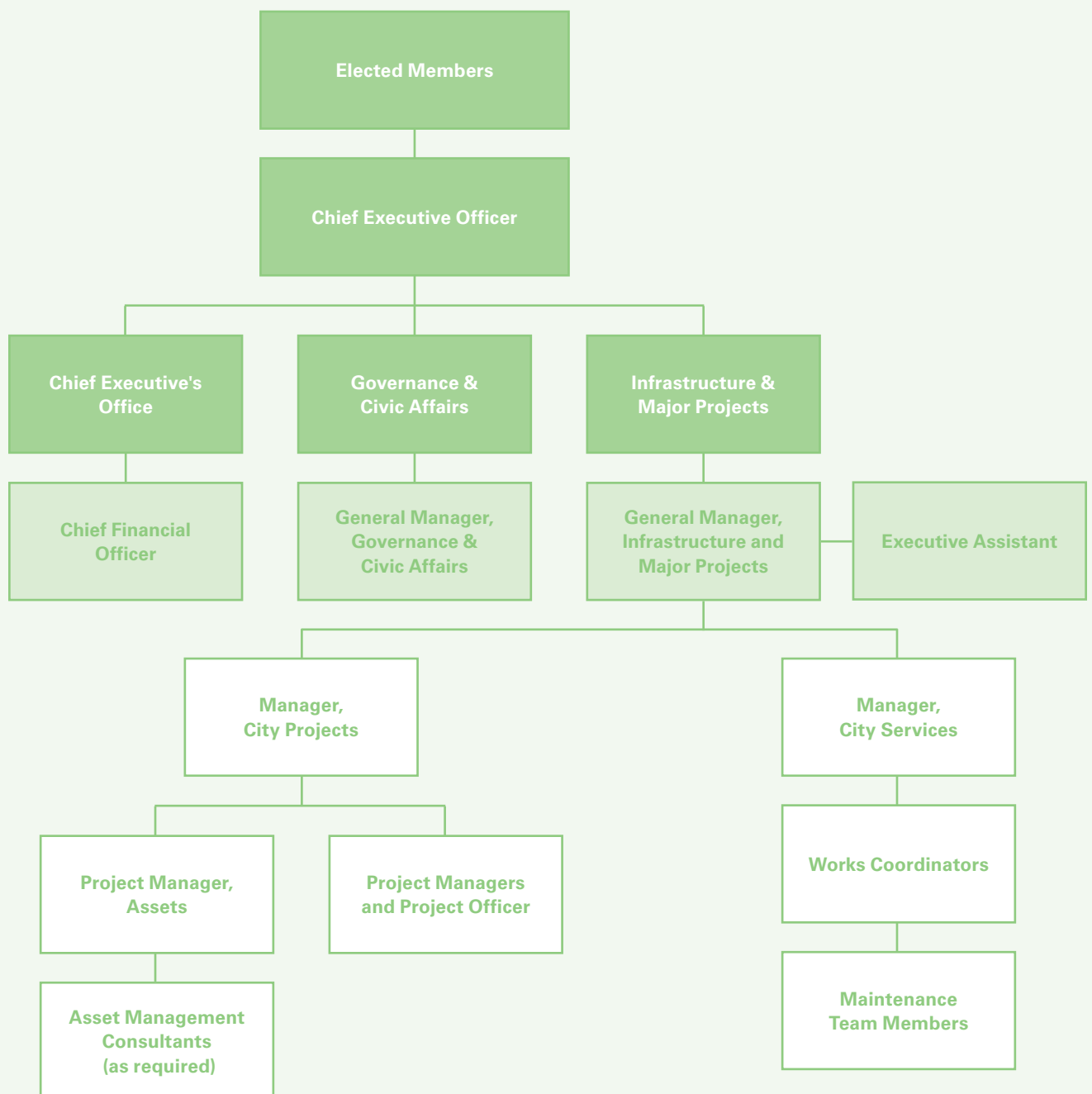
Table 1: Key Stakeholders and their Roles

Key Stakeholder	Role in AMP
Elected Members	Representing the needs of the community and stakeholders, decide on the allocation of resources to meet planning objectives in providing services while managing risks and ensure services are sustainable.
Chief Executive Officer	Endorse the development of the AMP and provide resources (as funded by the Council) required to complete the task.
General Manager, Infrastructure & Major Projects Manager, City Projects	Set high level priorities for asset management development and support the implementation of actions resulting from this AMP.
Chief Financial Officer, Chief Executive's Office General Manager, Governance & Civic Affairs	Develop supporting policies in respect to matters such as capitalisation and depreciation. Provide GIS applications and support.
Asset Management Consultants	Prepare asset sustainability and financial reports incorporating asset depreciation in compliance with current accounting standards. Host and consolidate asset register including updating valuations, capitalisation and disposals. Provide support for development of the AMP and the implementation of effective asset management principles. Independently endorse asset revaluation methodology.
Project Manager, Assets	Responsible for the overall development of the AMP. Coordinate input of other stakeholders into the AMP. Manage the periodic collection of asset condition data.
Project Managers and Project Officer	Assist the Project Manager, Assets in the development of the AMP.
Manager, City Services Works Coordinators Maintenance Team Members	Provide local knowledge level of detail of the assets. Describe the maintenance standards deployed and the ability to meet the technical and citizen levels of service.
External Parties	Citizens; Local Business Owners and Operators; Utilities; Developers; and Federal and State Governments.

Key Stakeholder Structure

The Council’s organisational structure for the management and service delivery associated with infrastructure assets is detailed in Figure 2 below.

Figure 2: Key Stakeholder Structure





Felixstow Reserve

Goals and Objectives of Asset Ownership

The Council's objective in respect to the management of infrastructure assets, is to meet the defined level of service (as amended from time to time) in the most cost-effective manner for present and future citizens. The key elements of infrastructure asset management are:

- providing a defined level of service and monitoring performance;
- managing the impact of growth through demand management and infrastructure investment;
- taking a life-cycle approach to developing cost-effective management strategies for the long-term that meet the defined level of service;
- identifying, assessing and appropriately controlling risks; and
- linking to the LTFP which identifies required, affordable forecast costs and how it will be allocated.

Key elements of the planning framework are:

- **levels of service** – specifies the services and levels of service to be provided;
- **future demand** – how this will impact on future service delivery and how this is to be met;
- **life-cycle management** – how to manage its existing and future assets to provide defined levels of service;
- **financial summary** – what funds are required to provide the defined services;
- **asset management practices** – how the Council manages the provision of the services;
- **monitoring** – how the AMP will be monitored to ensure objectives are met; and
- **asset management improvement plan** – how the Council increases asset management maturity.

Other references to the benefits, fundamentals principles and objectives of asset management are:

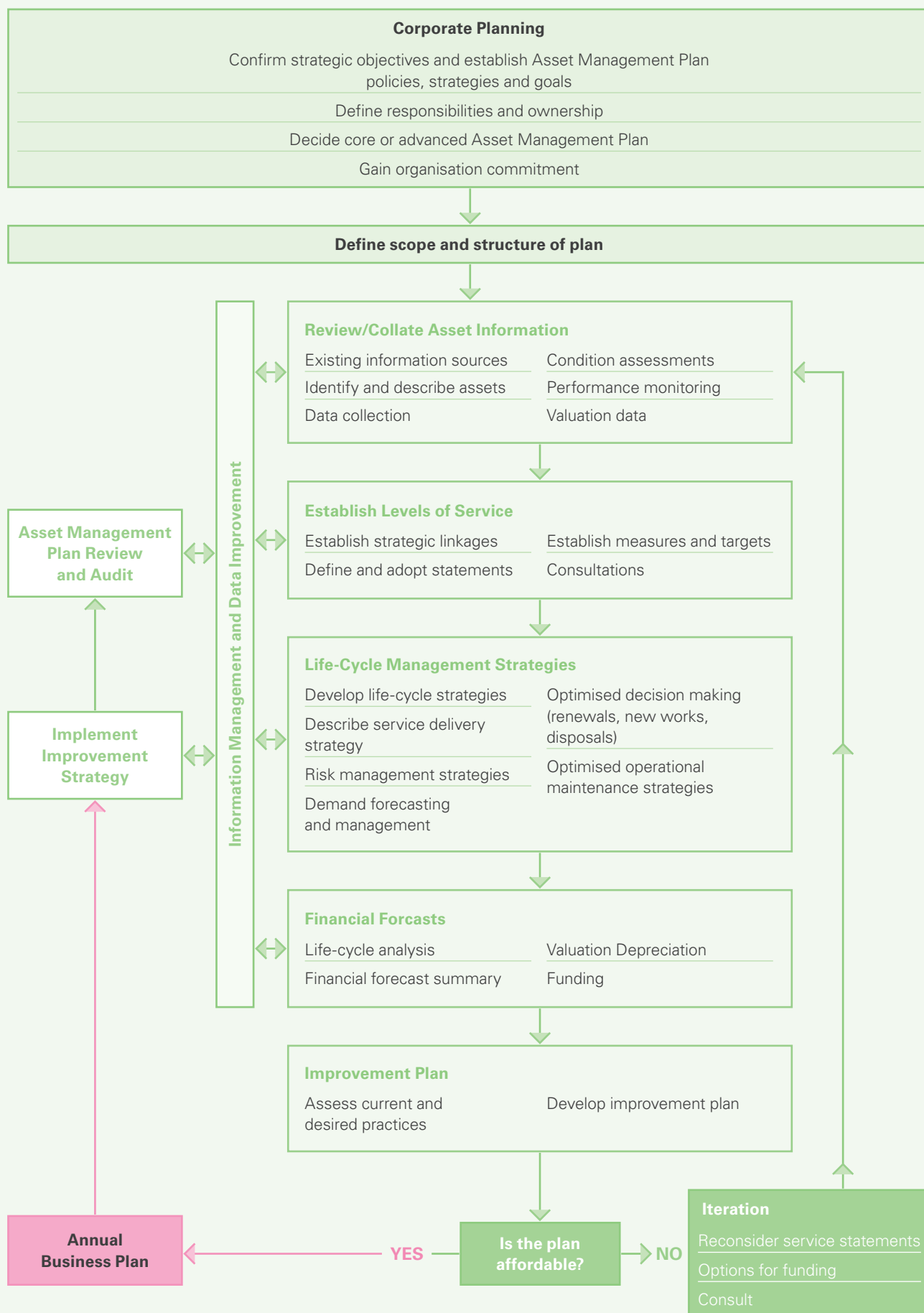
- International Infrastructure Management Manual 2015 ¹; and
- International Organisation for Standardisation (ISO) 55000 ².

A road map used for preparing an AMP is shown in Figure 3 (page 13).

¹ Based on IPWEA 2015 IIMM, Sec 2.1.3

² ISO 55000 Overview, principles and terminology

Figure 3: Road Map for Preparing an Asset Management Plan



Source: IPWEA, 2006, IIMM, Fig 1.5.1

Levels of Service

Research and Community Expectations

The Council conducts Biennial Community Surveys to establish how the Council is performing in a number of key indicators. Community Surveys have been conducted in 2009, 2011, 2013, 2017, 2019 and 2021, with the most recent survey undertaken in 2023.

The survey uses a 5-point scale to determine satisfaction levels, with 1 being Very Dissatisfied and 5 being Very Satisfied. The last version of the AMP included data up to 2019. Table 2 below summarises the results from the Council's Community Surveys.

Table 2: Resident Satisfaction Survey Levels

Performance Measure	Satisfaction Level						
	2023	2021	2019	2017	2013	2011	2009
Overall Infrastructure Satisfaction	3.8	3.9	3.8	3.8	4.0	4.0	3.6
Provision and Maintenance of Parks and Recreational Areas	4.2	4.2	4.2	4.1	4.2	4.3	3.9
Recreation & Sporting Facilities Satisfaction	4.0	4.2	4.1	NA	NA	NA	NA

Strategic and Corporate Goals

This AMP has been prepared in accordance with the Council's Vision, Mission, Goals and Objectives as set out in its Strategic Management Plan, *CityPlan 2030: Shaping our Future*.

Council's strategic objectives, and how these are addressed in this AMP, are summarised in Table 3 (page 15).

The Vision contained in *CityPlan 2030* is:

'A City which values its heritage, cultural diversity, sense of place and natural environment.

A progressive City which is prosperous, sustainable and socially cohesive, with a strong community spirit.'

Table 3: Objectives and how these are addressed in this Asset Management Plan

A people-friendly, integrated and sustainable transport network

CityPlan 2030 Outcome

Social Equity. An inclusive, connected, accessible and friendly community.

How Goals and Objectives are Addressed in the AMP

The Recreation and Open Space Infrastructure assets exist to support and provide active and movement-based services to the community.

Planning the long term management of these assets is essential to the sustainability of these services.

Generous tree canopy, and sustainable streets and open spaces

CityPlan 2030 Outcome

Environmental Sustainability. A leader in environmental sustainability.

How Goals and Objectives are Addressed in the AMP

Development of service levels provided by the infrastructure and the balancing of this with the available funding and acceptable risk.

Mitigating and adapting to the impacts of a changing climate

CityPlan 2030 Outcome

Environmental Sustainability. A leader in environmental sustainability.

How Goals and Objectives are Addressed in the AMP

Identification of climate change impacts and transition risks to enable appropriate resources to be identified and provided.

Legislative Requirements

There are a number of legislative requirements relating to the management of assets. Legislative requirements that impact upon the delivery of the Recreation and Open Space Infrastructure assets are set out in Table 4 below.

Table 4: Legislative Requirements

Legislation	Requirement
Aboriginal Heritage Act 1988	An act to provide for the protection and preservation of the Aboriginal heritage, and for other purposes.
Australian Accounting Standards	Standards applied in preparing financial statements, relating to the valuation, revaluation and depreciation of transport assets.
Australian Standards	Council's infrastructure projects are undertaken in accordance with Australian Standards, or in the absence of, best practice techniques.
Building Code of Australia	Sets out minimum standards for construction of new assets. Also provides minimum standards for new properties.
Disability Discrimination Act 1992	Provides protection for everyone in Australia against discrimination based on disability. It encourages everyone to be involved in implementing the act and to share in the overall benefits to the community and the economy that flow from participation by the widest range of people.
Environmental Protection Act 1993	Provides the regulatory framework to protect South Australia's environment, including land, air and water.
Highways Act 1926	An act to provide for the appointment of a Commissioner of Highways, and to make further and better provision for the construction and maintenance of roads and works and for other purposes.
Local Government Act 1999	Sets out role, purpose, responsibilities and powers of local governments including the preparation of a Long-term Financial Plan supported by Asset Management Plans for sustainable service delivery.
Manual of Legal Responsibilities and Technical Requirements for Traffic Control Devices – Part 2 – Code of Technical Requirements	Defines legal requirements for the installation of traffic control devices.
Work Health and Safety Act 2012	Provides minimum standards for health and safety of individuals performing works.

Citizen Values

Service levels are defined in three ways: Citizen Values, Citizen Levels of Service and Technical Levels of Service.

Citizens Values indicate:

- what aspects of a service is important to the citizen;
- whether they see value in what is currently being provided; and
- the likely trend over time based on the current budget provision.

A summary of the satisfaction measure being used, the current feedback and the expected performance based on the current funding level is set out in Table 5 below.

Table 5: Citizen Values

Citizen Values	Citizen Satisfaction Measure	Current Feedback	Expected Trend Based on Planned Budget
Provision and Maintenance of Parks and Recreational Areas	Community Survey	Community Survey results indicate that: <ul style="list-style-type: none"> • this is the third most important factor which impacts overall satisfaction with infrastructure • satisfaction remains consistent when compared to 2019 (i.e., when the AMP was last reviewed) 	Likely to remain unchanged with limited opportunity to provide additional spaces with the urban environment. No major change to maintenance standards as funding will remain consistent
Recreation & Sporting Facilities Satisfaction	Community Survey	Community Survey results indicate that: <ul style="list-style-type: none"> • this is the sixth most important factor which impacts overall satisfaction with community services • satisfaction has decreased slightly when compared to 2019 	Projected improvement due to recent major upgrades (Dunstan Adventure Playground, Burchell Reserve)



Felixstow Reserve

Citizen Levels of Service

The Citizen Levels of Service are considered in terms of:

Quality: How good is the service?

What is the condition or quality of the service?

Function: Is it suitable for its intended purpose?

Is it the right service?

Capacity: Is the service over or under used?

Does the Council need more or less of these assets?

A summary of the performance measure being used, the current performance and the expected performance based on the current funding level is set out in Table 6 below.

Confidence levels of current performance and expected trend are set out in Table 6 below and are categorised as follows:

High: professional judgement supported by extensive data;

Medium: professional judgement supported by data sampling; or

Low: professional judgement with no data evidence.

Table 6: Citizen Levels of Service Measures

Type of Measure	Level of Service	Performance Measure	Current Performance	Expected Trend Based on Planned Budget
Quality	Asset condition is <i>'fit for purpose'</i>	Community Survey on Provision and Maintenance of Parks and Recreational Areas	Community survey results indicate satisfaction has remained consistent with 2019 (i.e., when the AMP was last reviewed)	No change, as expired assets are renewed as required
	Confidence level:		High	Medium
Function	Compliance of playground equipment	Annual playground equipment audit	Risk mitigation works for non-compliances identified within the most recent audit undertaken in mid-2023 are ongoing	New playground equipment ensured to be compliant throughout design and construction stages
	Confidence level:		High	High
Capacity	Capacity of assets to meet demands	Community Survey Report	Usage levels of parks and playgrounds: 2023 – 90% 2021 – 81% 2019 – 88%	Expected upward trend in use of reserve and playgrounds likely due to increased housing density. Upgraded assets will serve to increase supply of high-quality assets for the community
	Confidence level:		High	High

Technical Levels of Service

Technical Levels of Service refers to the performance standards that define how well Council's assets meet their intended function. These technical measures relate to the activities and allocation of resources to best achieve the desired community outcomes and demonstrate effective performance.



Technical service measures are linked to the activities and annual budgets covering:

Acquisition: the activities that are undertaken to provide a higher level of service or a new service that did not exist previously (e.g. creation of a new playground);

Operational Maintenance: the regular activities that are undertaken to retain an asset as near as practicable to an appropriate service condition (e.g. reserve furniture repairs);

Renewal: the activities that are undertaken to ensure the service capability is retained (e.g. replacement of aged playground equipment); and

Disposal: the activities associated with the disposal of a de-commissioned asset including sale, demolition or relocation (e.g. sale of a park or reserve).

Service and asset managers plan, implement and control technical service levels to influence the service outcomes.³

Table 7 (page 21) sets out the activities expected to be provided under the current planned budget allocation and the forecast activity requirements being recommended in this AMP.

³ IPWEA, 2015, IIMM

Table 7: Technical Levels of Service

Life-Cycle Activity	Purpose of Activity	Activity Measure	Current Performance (LTFP)	Recommended Performance (AMP)
Acquisition	Implement Masterplan upgrades of playgrounds and reserves	Quantity	There are no acquisition costs forecasted in the next ten years	As recommended in the Open Space Strategy (once the strategy is finalised)
	Gifted infrastructure from developers	Incorporate into asset register upon ownership	Occurs on an ad hoc basis dependent on development	Occurs on an ad-hoc basis dependent on development
	Budget:		\$0 over ten years	\$0 over ten years
Operational Maintenance	Operational maintenance works (e.g., cleaning, repairs, inspections) undertaken of playgrounds and reserves	Frequency	Conduct on a programmed basis and on request	Conduct on a programmed basis and on request
	Comprehensive playground inspection by third-party contractor	Frequency	Annual inspection of all Council playgrounds	Annual inspection of all Council playgrounds
	Recreation and Condition Assessment of Open Space Assets	Frequency	Asset Condition Assessment undertaken once every five years	Asset Condition Assessment undertaken once every five years
	Budget:		\$46,574,795 over ten years	\$46,574,795 over ten years
Renewal	Renewal of existing assets	Renewal to the requirements of the Council's Asset Register	As budgeted within the LTFP	As required based on standard useful life, and aligned with other projects whenever possible
	Budget:		\$17,212,305 over ten years	\$15,739,454 over ten years
Disposal	Disposal of assets no longer in use	As identified in the AMP	No assets identified as no longer in use	No assets identified as no longer in use
	Budget:		\$0 over ten years	\$0 over ten years

It is important to regularly monitor the service levels provided by the Council as these will change. The current performance is influenced by work efficiencies and technology and community priorities will change over time.

Future Demand

Drivers of Demand

Drivers affecting demand include (but are not limited to), changes in population, legislation, changes in demographics, seasonal factors, vehicle ownership rates, consumer preferences and expectations, technological changes, economic factors, agricultural practices and environmental awareness.

Demand Impact and Demand Management Plan

The impact of demand drivers that may affect future service delivery and use of assets are shown in Table 8 (page 23).

Demand for new services will be managed through a combination of managing existing assets, upgrading of existing assets and providing new assets to meet demand and demand management. Demand management practices can include non-asset solutions, insuring against risks and managing failures.

Opportunities identified to date for demand management are shown in Table 8 (page 23). Further opportunities will be developed in future revisions of this AMP.

Asset Programs to Meet Demand

The new assets required to meet demand may be acquired, donated or constructed and these assets are discussed on page 30 under 'Acquisition Plan'.

Acquiring new assets will commit the Council to increased ongoing operational maintenance and renewal costs for the period that the service provided from the assets is required. These future costs are identified and considered in developing forecasts of future operational maintenance and renewal costs for inclusion in the LTFP (refer to page 26 under 'Life-Cycle Management Plan').



Felixstow Reserve Playground

Table 8: Demand Management Plan

Demand Driver	Current Position	Projection	Impact on Services	Demand Management Plan
Climate change	Refer to page 24 under 'Climate Change and Adaptation'.			
Infill development	Many of the current private properties within the Council have a backyard and / or outdoor play equipment area	Current State Government planning policies will result in smaller residential allotments with little to no outdoor areas	Increased use of reserves and playgrounds, increased rate of deterioration of recreation and open space assets	Ensure sufficient schedule of condition assessment and inspections of assets, in particular playground equipment
Change in user requirements	Low number of inclusive play equipment to cater for users of all ability	A significant request from the community to have more inclusive play equipment	A majority of playgrounds will not have inclusive play equipment	<p>Ensure that inclusive play equipment is highly considered when reserves and playgrounds are upgraded.</p> <p>Highlight to the general public the inclusive play equipment which are currently available for use.</p>



Climate Change and Adaptation

The impacts of climate change can have a significant impact on the assets which the Council owns and manages and the services which are provided. In the context of the asset management planning process, climate change can be considered as both a future demand and a risk.

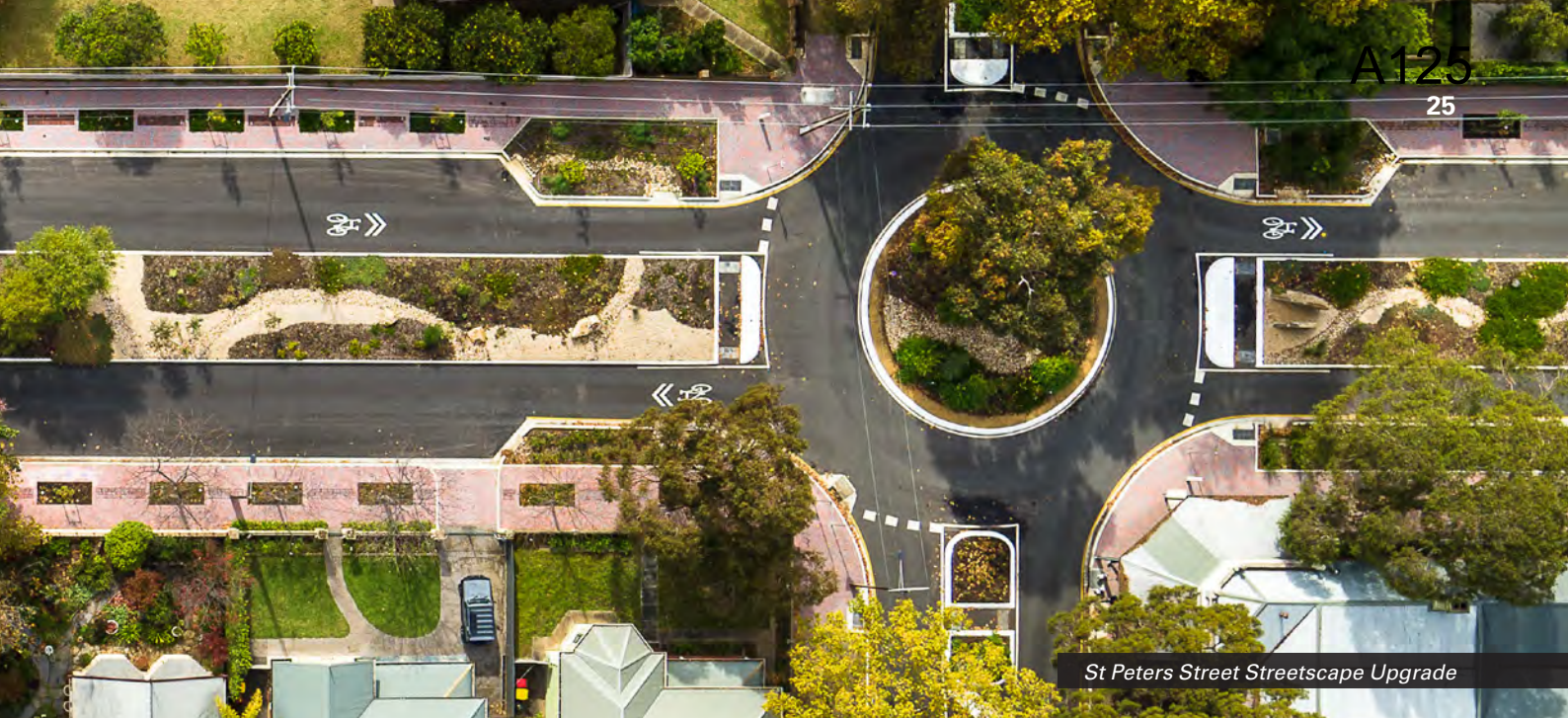
How climate change impacts on the City's assets can vary significantly, depending on the location and the type of asset and services that are provided, as will the way in which the Council responds and manage these impacts.

As a minimum, the Council should consider both how to manage existing assets given the potential impacts of climate change and how to create resilience and adapt to climate change when undertaking any new works or acquisitions.

Opportunities which have been identified to date to manage the impacts of climate change on existing assets are shown in Table 9 below.

Table 9: Managing the Impact of Climate Change on Assets

Climate Change Description	Projected Change	Potential Impact on Assets and Services	Management
Storm intensity	Increased rainfall intensity	Increased likelihood of damage to grass areas and garden bed areas. Scouring of kerbing build outs and verges.	Ensure sufficient schedule of inspection of grassed areas and garden bed areas
Rainfall	Reduction in annual and seasonal rainfall	Increased deterioration of open space assets and greater irrigation requirements	Increase use of smart irrigation systems to optimise water use and access to recycled water sources
Temperature	Higher maximum temperatures, increased frequency and intensity of extreme heat events	Increased deterioration of recreation and open space assets, increased demand for shade structures	Investigate increasing shade provided by tree canopy and new shade structures. Consider the use of drought tolerant plants.



The way in which the Council constructs new assets, should take into consideration the opportunity to build in resilience to the impacts of climate change. Developing resilience has a number of benefits including but not limited to:

- assets will be able to withstand the impacts of climate change;
- services can be sustained; and
- assets that can endure the impacts of climate change may potentially lower the life-cycle cost and reduce their carbon footprint

Table 10 below sets out some asset climate change resilience opportunities.

These initiatives are currently being implemented within Council projects where possible. However, it is acknowledged that the impact of climate change on assets is a complex and evolving issue, and further opportunities will be developed in future revisions of this AMP.

Table 10: Developing Asset Resilience to Climate Change

New Asset Description	Climate Change Impacts on Assets	Build Resilience in New Works
Playground equipment, furniture and structures	Higher maximum temperatures	Need for non-heat absorbing materials for user safety and comfort. Investigate equipment which are manufactured from materials that are suitable for higher temperatures, increase use of recyclable materials where possible.
Irrigation Systems	Reduced annual rainfall	As mentioned above, investigate renewing aging irrigation systems with smart systems to optimise water usage. Investigate connection of irrigation systems to recycled water sources.

Life-Cycle Management Plan

The Life-Cycle Management Plan details how the Council plans to manage and operate the assets at the agreed levels of service while managing life-cycle costs.

Background Data

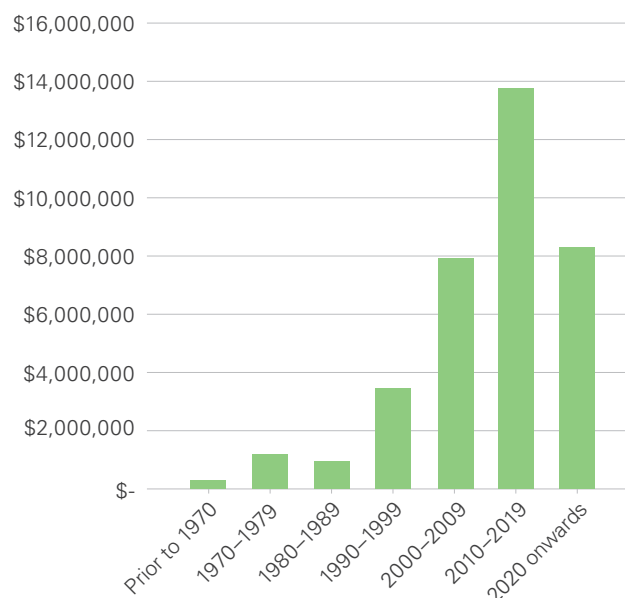
Physical Parameters

The assets covered by this AMP are shown in Table 11 below and the age profile of the assets included in this AMP are shown in Figure 4 below.

Table 11: Assets Covered by this Asset Management Plan

Asset Category	Replacement Value (\$)
Streetscaping	1,964,947
Drainage Reserves	2,112,366
Parks, Gardens & Recreational Reserves	23,662,138
Tennis Courts	4,389,794
TOTAL	32,129,245

Figure 4: Recreation and Open Space Infrastructure construction periods



Asset Capacity and Performance

Assets are generally provided to meet design standards where these are available. However, there is insufficient resources to address all known deficiencies. Locations where deficiencies in service performance are known are detailed in Table 12 below.

Table 12: Known Service Performance Deficiencies

Location	Service Deficiency
Playground equipment compliance	The standards and guidelines for playground equipment may have changed following the installation of the equipment
Irrigation systems	Increasing watering requirements due to climate change and minor landscaping upgrades resulting in the systems not being able to provide the required level of irrigation service

The above service deficiencies were identified from the undertaking internal and external condition assessments in recent years. The identified service deficiencies are addressed systematically through the annual works programs and operational maintenance works wherever feasible.

The majority of the Recreation and Open Space Infrastructure assets were built from 2010 onwards, due to the relatively short lifespan of this asset class. Low-value assets which remain from prior to 1970 are long-life assets such as monuments.

Note: Total dollar values reflect the current value of existing Stormwater Management Infrastructure.

Condition of Assets

The condition of assets is currently monitored by undertaking a condition assessment of the Recreation and Open Space Infrastructure assets once every five years, the last being in the 2021–2022 financial year. Annual inspections of the assets that are in worse condition are completed to inform the following year's asset renewal program.

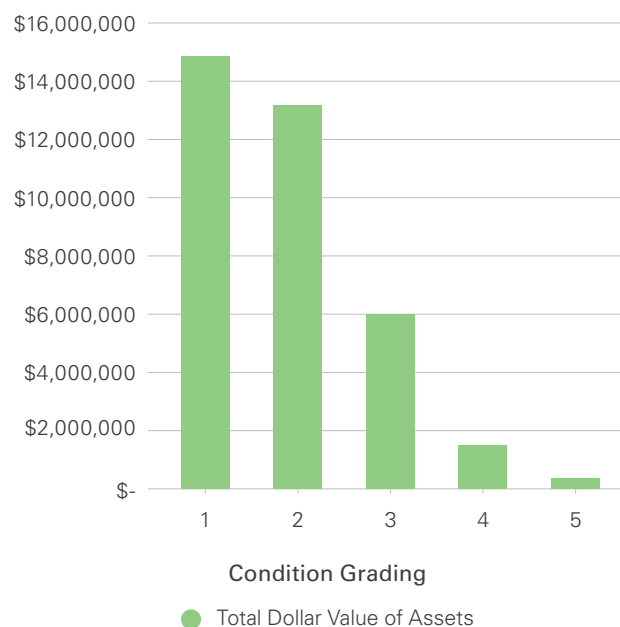
Condition is measured using a 1 to 5 grading system⁴ as detailed in Table 13 below. It is important that consistent condition grades be used in reporting various assets across an organisation. This supports effective communication. At the detailed level, assets may be measured utilising different condition scales, however, for reporting in the AMP they are all translated to the 1 to 5 grading scale.

Table 13: Simple Condition Grading Model

Condition Grading	Description of Condition
1	Very Good: only planned maintenance required
2	Good: minor maintenance required plus planned maintenance
3	Fair: significant maintenance required
4	Poor: significant renewal/rehabilitation required
5	Very Poor: physically unsound and/or beyond rehabilitation

The condition grading profiles are shown in Figure 5.

Figure 5: Asset Condition Profile



Over the last few financial years, there has been a significant number of reserve and playground upgrades, such as Felixstow Reserve, Drage Reserve, Syd Jones Reserve, Dunstan Adventure Playground and Burchell Reserve. Therefore, the majority of assets are in condition 2 (good) or better.

⁴ IPWEA, 2015, IIMM, Sec 2.5.4



Operational Maintenance Plan

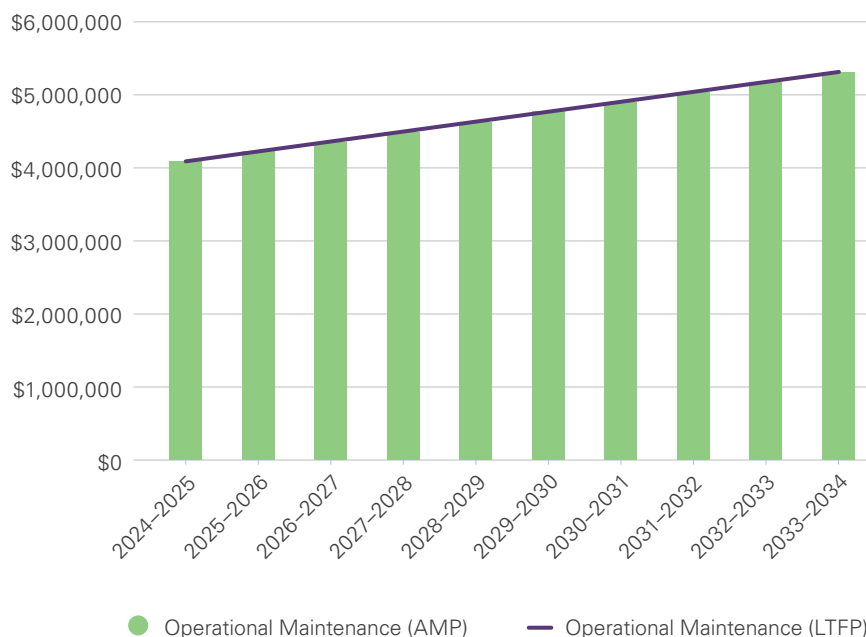
Operational maintenance works focus on the efficiency of assets to ensure the achievement of organisational objectives and the improvement of performance. They include all actions necessary for retaining an asset as near as practicable to an appropriate service condition including regular ongoing day-to-day work necessary to keep assets operating.

Examples of typical operational maintenance activities include asset inspections and patch repairs.

Summary of Forecast Operational Maintenance Costs

Forecast operational maintenance costs are expected to vary in relation to the total value of the asset stock. If additional assets are acquired, the future operational maintenance costs are forecast to increase. If assets are disposed, the forecast operational maintenance costs are expected to decrease. Figure 6 below shows the forecast operational maintenance costs relative to the proposed operational maintenance planned budget.

Figure 6: Operational Maintenance Summary



Operational maintenance costs remain relatively consistent over the course of the AMP, as the cost for the Recreation and Open Space Infrastructure assets are stable due to the nature and location of the assets. However, an expected increase of popularity and usage of playgrounds due to recent upgrades may lead to an increase in operational maintenance costs, which will need to be monitored in the coming years.

Renewal Plan

Renewal involves major capital work which does not significantly alter the original service provided by the asset, but restores, rehabilitates, replaces or renews an existing asset to its original service potential. Work over and above restoring an asset to original service potential is considered to be an acquisition resulting in additional future operational maintenance costs.

The typical 'useful lives' of assets used to develop projected asset renewal forecasts are shown in Table 14 below.

Renewal Ranking Criteria

Asset renewal is typically undertaken to either:

- ensure the reliability of the existing infrastructure to deliver the service it was constructed to facilitate; or
- to ensure the infrastructure is of sufficient quality to meet the service requirements.⁵

It is possible to prioritise renewals by identifying assets or asset groups that:

- have a high consequence of failure;
- have high use and subsequent impact on users would be significant;
- have higher than expected operational maintenance costs; and
- have potential to reduce life-cycle costs by replacement with a modern equivalent asset that would provide the equivalent service.⁶

Table 14: Useful Lives of Assets

Asset Category	Useful Life
Artwork, Monuments and Plaques	100 years
BBQs	20 years
Benches and Seats	15 to 25 years
Bike Racks	20 years
Bollards	20 to 40 years
Bus Stop Shelters	20 years
Drinking Fountains	20 years
Fences	20 to 50 years
Irrigation Systems	20 years

⁵ IPWEA, 2015, IIMM, Sec 3.4.4

⁶ Based on IPWEA, 2015, IIMM, Sec 3.4.5

Summary of Future Renewal Costs

The forecast costs associated with renewals are shown relative to the proposed renewal budget in Figure 7 below.

Figure 7: Forecast Renewal Costs



The Council’s Open Space Strategy is currently in the process of being updated. This document will set the strategic direction of the Recreation & Open Space Infrastructure renewals. Once the update of the Strategy has been finalised, the findings will be renewed from a renewals perspective. At that time, the AMP and LTFP will be reviewed and updated accordingly.

Should there be financial resourcing issues, prioritisation of these renewals will need to be determined, with high-risk assets to be renewed when required and lower-risk assets being deferred.

Acquisition Plan

Acquisition reflects new assets that did not previously exist or works which will upgrade or improve an existing asset beyond its existing capacity. They may result from growth, demand, social or environmental needs. Assets may also be donated to the Council.

At this stage, there are no acquisition costs forecasted in the next ten years.

Disposal Plan

Disposal includes any activity associated with the disposal of a decommissioned asset including sale, demolition or relocation.

At this stage, there are no disposal costs forecasted in the next ten years.



Payneham Oval

Risk Management Planning

The purpose of risk management associated with infrastructure assets is to document the findings and recommendations resulting from the periodic identification, assessment and treatment of risks associated with providing services from infrastructure, using the fundamentals of International Standard ISO 31000:2018 Risk management – Principles and guidelines.

Risk Management is defined in ISO 31000:2018 as: 'coordinated activities to direct and control with regard to risk'⁷.

An assessment of risks associated with service delivery will identify risks that will result in loss or reduction in service, personal injury, environmental impacts, a 'financial shock', reputational impacts, or other consequences. The risk assessment process identifies credible risks, the likelihood of the risk event occurring, and the consequences should the event occur. The risk assessment should also include the development of a risk rating, evaluation of the risks and development of a risk treatment plan for those risks that are deemed to be non-acceptable.

Critical Assets

Critical assets are defined as those which have a high consequence of failure causing significant loss or reduction of service. Critical assets have been identified and along with their typical failure mode, and the impact on service delivery are summarised in Table 15 below.

By identifying critical assets and failure modes, an organisation can ensure that investigative activities, condition inspection programs, operational maintenance and capital expenditure plans are targeted at critical assets.

Table 15: Critical Assets

Critical Assets	Failure Mode	Impact
Playground equipment	Deterioration, non-compliance	Death / injury, closure and replacement of playground equipment
Irrigation system	Fault within the system	Manual watering in the interim, decreased quality of grass

⁷ISO 31000:2009

Risk Assessment

The risk management process used is shown in Figure 8.

The risk management process is an analysis and problem-solving technique that is designed to provide logical process for the selection of treatment plans and management actions to protect the community against unacceptable risks.

The process is based on the fundamentals of International Standard ISO 31000:2018.

The risk assessment process identifies credible risks, the likelihood of the risk event occurring, the consequences should the event occur, development of a risk rating, evaluation of the risk and development of a risk treatment plan for unacceptable risks.

An assessment of risks associated with service delivery will identify risks that will result in loss or reduction in service, personal injury, environmental impacts, a ‘financial shock’, reputational impacts or other consequences. This is outlined in Table 16 below.

Figure 8: Risk Management Process – Abridged

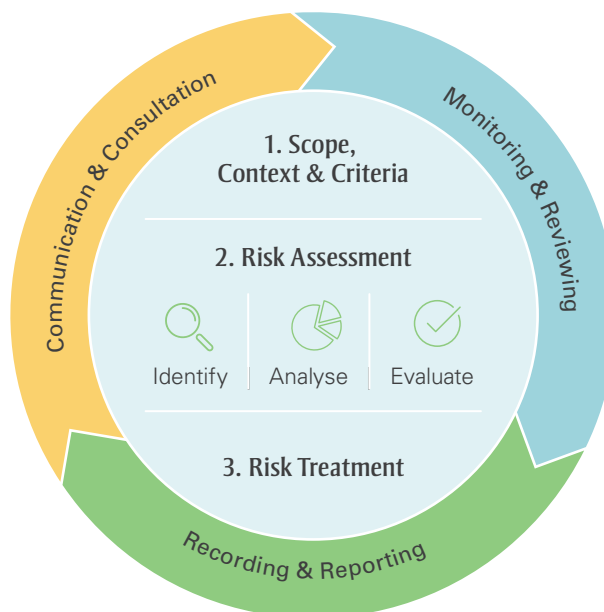


Table 16: Risks and Treatment Plans

Service or Asset at Risk	Risk Event	Impact Category	Risk Rating	Risk Treatment Plan	Residual Rating
Playground equipment	Asset is not compliant with relevant Standards and guidelines	Service / Reputation	Substantial (12)	Engage a consultant to undertake the comprehensive annual playground inspection early in each financial year to enable either the undertaking of urgent remediation maintenance works as soon as possible, or the addition of less-urgent renewal works to the following year's capital works program.	Medium (17)*
Recreation and Open Space Assets	Operational maintenance are under-funded	Service / Reputation	Substantial (13)	Ensure that the Depot staff are involved with playground and reserve renewal upgrades from project inception to completion. This allows input from Depot staff to assist with minimising subsequent operational maintenance costs, and to increase understanding of upcoming handover of responsibilities.	Low (21)*

* Refer to Risk Matrix in Table 17 (page 35).

Table 17: Council's Risk Matrix

A 'risk rating'—sometimes known as the risk level—is obtained by applying the likelihood and consequence in the context of existing and proposed control measures to arrive at the level of risk, as per the Risk Matrix shown below.

	Catastrophic	Major	Moderate	Minor	Insignificant
Almost Certain	Extreme 1	Extreme 4	High 8	High 10	Substantial 15
Likely	Extreme 2	Extreme 5	High 9	Substantial 14	Medium 20
Possible	Extreme 3	High 7	Substantial 13	Medium 19	Low 23
Unlikely	High 6	Substantial 12	Medium 17	Low 21	Low 24
Very Unlikely	Substantial 11	Medium 16	Medium 18	Low 22	Low 25

Service and Risk Trade-offs

The decisions made when adopting this AMP have been based on the objective of achieving the optimum benefits from the available resources (financial and human).

What the Council cannot do

Works and services that cannot be provided under present funding levels are:

- undertaking of major acquisition works which are not set out in Council's LTFP; and
- provision of operational maintenance and renewal works above the current service levels.

Service Trade-off

If there is forecast work (operational maintenance, renewal, acquisition or disposal) that cannot be undertaken due to insufficient resources, then this will result in service consequences for users. These service consequences include:

- playground assets not compliant with relevant Standards and guidelines; and
- increased risk of asset failure due to deferred or under-funded operational maintenance works.

Risk Trade-off

The forecast works not being undertaken due to insufficient resources may sustain or create risk consequences.

These risk consequences include:

- unsafe condition of assets leading to user risk;
- service provided by assets not to the standard of the user; and
- loss of the Council's reputation.

The Council will endeavour to manage these risks within the available funding allocation by:

- finding efficiencies within the current operational maintenance program; and
- increasing proactive inspections and maintenance.

Infrastructure Resilience Approach

The resilience of the Council's critical infrastructure is vital to the ongoing provision of services to the community. To adapt to changing conditions, the Council needs to understand its capacity to 'withstand a given level of stress or demand' and to respond to possible disruptions to ensure continuity of service.

Resilience is built upon aspects such as response and recovery planning, financial capacity, climate change and crisis leadership.

The Council does not currently measure its resilience in service delivery. This will be included in future iterations of the AMP.

Financial Summary

This section contains the financial requirements resulting from the information presented in the previous sections of this AMP. The financial projections will be improved as the discussion on desired levels of service and asset performance matures.

Financial Statements and Projections

Asset Valuations

The best available estimate of the value of assets included in this AMP are shown below. The assets are valued 'at cost to replace' service capacity:

Current (Gross) Replacement Cost	\$32,129,245
Depreciable Amount	\$32,129,245
Depreciated Replacement Cost⁸	\$18,888,978
Depreciation during the 2022–2023 Financial Year	\$1,186,755

Sustainability of Service Delivery

There are two key indicators of sustainable service delivery that have been considered in developing this AMP, namely:

- Asset Renewal Funding Ratio (proposed LTFP renewal budget for the next ten years / forecast AMP renewal costs for next ten years); and
- medium term forecast costs / proposed budget (over ten years of the planning period).

Asset Renewal Funding Ratio

The **Asset Renewal Funding Ratio** is an important indicator and illustrates that over the next ten years, the Council expects to have 100% of the funds that are required for the optimal renewal of assets.

The forecast renewal work together with the proposed renewal budget is illustrated in Appendix C (page 43).

Asset Renewal Funding Ratio⁹	109.36%
--	---------

Medium Term – Ten Year Financial Planning Period

This AMP identifies the forecast operational maintenance and renewal costs that are required to provide an agreed level of service to the community over a ten year period. This provides input into ten year financial and funding plans aimed at providing the required services in a sustainable manner.

This forecast work can be compared to the proposed budget over the ten year period to identify any funding shortfall.

The forecast AMP operational maintenance and renewal costs over the ten year planning period is \$6,231,425 on average per year.

The LTFP operational maintenance and renewal funding is \$6,378,710 on average per year, resulting in nil funding shortfall. This indicates that 100% of the forecast costs needed to provide the services documented in this AMP are accommodated in the proposed budget.

Providing sustainable services from infrastructure requires the management of service levels, risks, forecast outlays and financing to achieve a financial indicator of approximately 100% for the first years of the AMP and ideally over the ten year life of the LTFP.

Forecast Costs (outlays) for the LTFP

A summary of the anticipated AMP forecast life-cycle costs compared with the LTFP planned budget are shown in Table 18 below and Figure 9 on the following page.

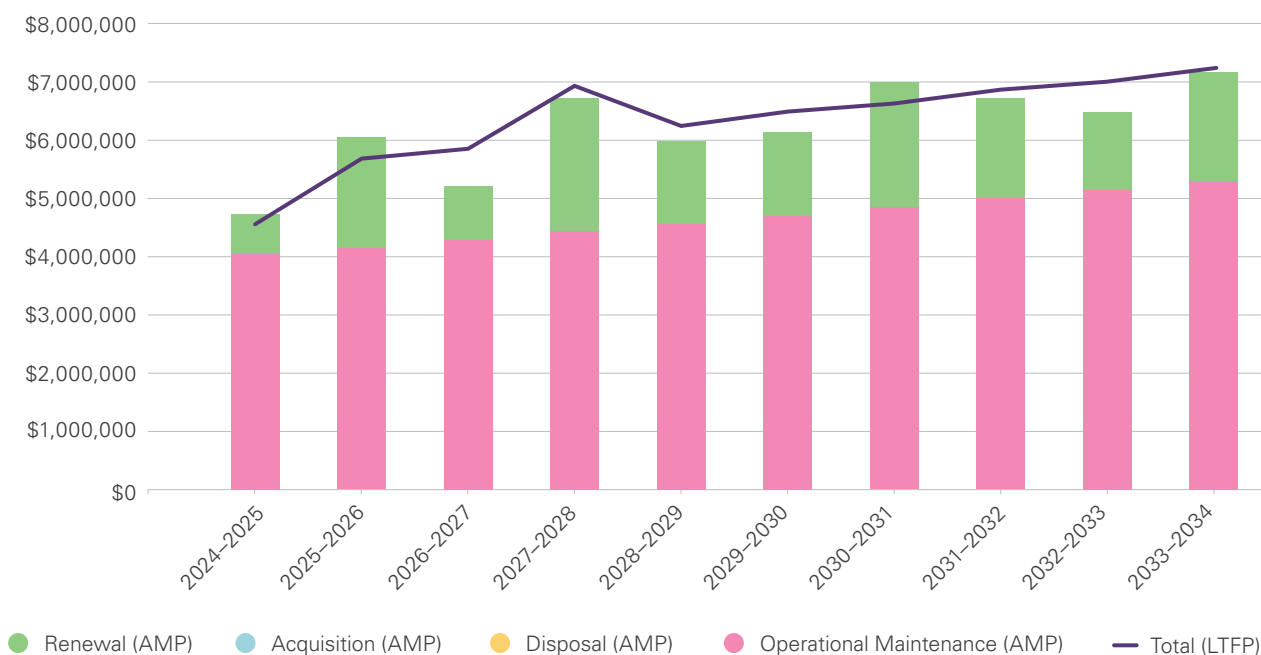
⁸ Also reported as *Written Down Value, Carrying or Net Book Value*.

⁹ AIFMM, 2015, Version 1.0, Financial Sustainability Indicator 3, Sec 2.6.

Table 18: Forecast Life-Cycle Costs and Planned Budgets

Year	Acquisition (AMP) (\$)	Operational Maintenance (AMP) (\$)	Renewal (AMP) (\$)	Disposal (AMP) (\$)	Total Budget (LTFP) (\$)
2024–2025	0	4,062,743	690,500	0	4,579,008
2025–2026	0	4,184,625	1,891,137	0	5,698,817
2026–2027	0	4,310,164	880,837	0	5,902,071
2027–2028	0	4,439,469	2,306,765	0	6,989,616
2028–2029	0	4,572,653	1,417,244	0	6,274,686
2029–2030	0	4,709,833	1,412,367	0	6,473,859
2030–2031	0	4,851,128	2,141,393	0	6,666,462
2031–2032	0	4,996,661	1,744,452	0	6,864,195
2032–2033	0	5,146,561	1,370,477	0	7,065,518
2033–2034	0	5,300,958	1,884,284	0	7,272,868

Figure 9: Forecast Life-Cycle Costs and Planned Budgets





Drage Reserve

Funding Strategy

The proposed funding for the acquisition, renewal, operational maintenance and disposal of assets is outlined in the Council's Annual Budget and LTFFP.

The Council's financial strategy outlines how funding will be provided, whereas the AMP sets out how and when this will be spent, together with the service and risk consequences of various service alternatives.

Valuation Forecasts

Asset values are forecast to increase as additional assets are added to the stock of assets.

Additional assets will generally add to the operational maintenance needs in the longer term. Additional assets will also require additional costs due to future renewals. Any additional assets will also add to future depreciation forecasts.

Key Assumptions Made in Financial Forecasts

In preparing this AMP, it has been necessary to make some assumptions. This section details the key assumptions that have been made in the development of this AMP and provide an understanding of the level of confidence in the data that has been used to calculate the financial forecasts.

Key assumptions made in this AMP are:

- renewal costs have been based on previous projects undertaken by the Council; and
- forecasted operational maintenance costs are based on previous expenditure for the same service levels.

Forecast Reliability and Confidence

The forecast costs, proposed budgets and valuation projections in this AMP, are based on the best available data. For effective asset and financial management, it is critical that the information is current and accurate. Data confidence is classified on an A to E level scale¹⁰ in accordance with Table 19 (page 39).

¹⁰ IPWEA, 2015, IIMM, Table 2.4.6

Table 19: Data Confidence Grading System

Grade	Confidence Grade	Description
A	Highly reliable	Data based on sound records, procedures, investigations and analysis, documented properly and agreed as the best method of assessment.
B	Reliable	Data based on sound records, procedures, investigations and analysis, documented properly but has minor shortcomings, for example some of the data is old, some documentation is missing and/or reliance is placed on unconfirmed reports or some extrapolation.
C	Uncertain	Data based on sound records, procedures, investigations and analysis which is incomplete or unsupported, or extrapolated from a limited sample for which grade A or B data are available.
D	Very Uncertain	Data is based on unconfirmed verbal reports and/or cursory inspections and analysis. Dataset may not be fully complete, and most data is estimated or extrapolated.
E	Unknown	None or very little data is held.

The estimated confidence level for and reliability of data used in this AMP is shown in Table 20 below.

Table 20: Data Confidence Assessment for Data Used in Asset Management Plan

Data	Confidence Assessment	Comment
Demand drivers	C	Based on development application trends, <i>profile.id</i> data, climate change data, community surveys
Growth projections	C	Based on development application trends, <i>profile.id</i> data
Acquisition forecast	E	Acquisition to be determined following completion of Open Space Strategy
Operational maintenance forecast	B	In line with previous years
Renewal forecast		
- Asset values	B	As per approved methodology
- Asset useful lives	B	Current estimates from asset register
- Condition modelling	B	Methodology and data capture to be updated
Disposal forecast	E	No disposal forecast – may be subject to change through strategic planning

The estimated confidence level for and reliability of data used in this AMP is considered to be reliable.

Plan Improvement and Monitoring

Status of Asset Management Practices

Accounting and Financial Data Sources

The Council uses Authority and Conquest as its financial management and accounting IT systems. These systems have the capability to report on the full life-cycle of assets, providing full transparency from acquisition to disposal.

Asset Management Data Sources

The Council uses Conquest as its asset management system, and Spectrum Spatial as its geographical information system. There are plans to improve integration between the GIS data with the asset management register to provide a live and amalgamated asset data system.

Improvement Plan

It is important that the Council recognises areas of the AMP and planning process that require future improvements to ensure effective asset management and informed decision making.

The improvement plan generated from this AMP is the following:

Task 1: Formalise ongoing monitoring and reporting of improvement plan tasks and performance measures

Responsibility: Project Manager, Assets
Resources Required: Manager, City Project
Timeline: 1 year

Task 2: Finalise update of Open Space Strategy, and align its objectives with the AMP and LTFP

Responsibility: Manager, Strategy
Resources Required: Project Manager, Assets and Manager, City Projects
Timeline: 2 year

Task 3: Develop further the risk assessment and management planning

Responsibility: Project Manager, Assets
Resources Required: Project Officer, Assets and Asset Consultants
Timeline: 2 years

Task 4: Improve GIS data storage system integration with asset database

Responsibility: Project Manager, Assets
Resources Required: Information Services, Consultants
Timeline: 3 years

Task 5: Review resilience of critical infrastructure

Responsibility: Project Manager, Assets
Resources Required: City Assets and Asset Consultants
Timeline: 4 years

Task 6 : Integrate climate risk assessment into asset management planning

Responsibility: Project Manager, Assets
Resources Required: City Assets and Asset Consultants
Timeline: 4 years



Syd Jones Reserve

Monitoring and Review Procedures

This AMP will be reviewed and updated annually to ensure that it represents the current service level, asset values, forecast operational maintenance, renewals, acquisition and disposal costs and proposed budgets. These forecast costs and proposed budget are incorporated into the LTFP or will be incorporated into the LTFP once completed.

The AMP has a maximum life of four years and is due for complete revision and updating within two years of each Local Government election.

Performance Measures

The effectiveness of this AMP can be measured in the following ways:

Forecast costs identified in this AMP are incorporated into the LTFP;

Short-term detailed works programs, budgets, business plans and corporate structures take into account the 'global' works program trends provided by the AMP; and

The Asset Renewal Funding Ratio achieving the Organisational Target (between 90% and 110%).

References

- IPWEA, 2006, 'International Infrastructure Management Manual', Institute of Public Works Engineering Australasia, Sydney, www.ipwea.org/IIMM;
- IPWEA, 2008, 'NAMS.PLUS Asset Management', Institute of Public Works Engineering Australasia, Sydney, www.ipwea.org/namsplus;
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- IPWEA, 2015, 3rd edn., 'International Infrastructure Management Manual', Institute of Public Works Engineering Australasia, Sydney, www.ipwea.org/IIMM;
- IPWEA, 2012 LTFP Practice Note 6 PN Long-Term Financial Plan, Institute of Public Works Engineering Australasia, Sydney;
- ISO, 2018, ISO 31000:2018, Risk management – Guidelines;
- *CityPlan 2030: Shaping Our Future*;
- Long-term Financial Plan;
- Annual Business Plan;
- Open Space Strategy;
- Playgrounds Strategy;
- Tennis Facilities Policy;
- Asset Management Policy; and
- City of Norwood Payneham & St Peters Community Survey Report.

Appendices

Appendix A. Acquisition Forecast	43
Appendix B. Operational Maintenance Forecast	44
Appendix C. Renewal Forecast Summary	45
Appendix D. Disposal Summary	46

Appendix A

Acquisition Forecast

A.1 – Acquisition Forecast Assumptions and Source

The acquisition projects will derive from Masterplan upgrades, and gifted or transferred assets.

A.2 – Acquisition Forecast Summary

Year	Acquisition (AMP) (\$)	Acquisition (LTFP) (\$)
2024–2025	0	0
2025–2026	0	0
2026–2027	0	0
2027–2028	0	0
2028–2029	0	0
2029–2030	0	0
2030–2031	0	0
2031–2032	0	0
2032–2033	0	0
2033–2034	0	0

Appendix B

Operational Maintenance Forecast

B.1 – Operational Maintenance Forecast Assumptions and Source

The operational maintenance forecast has been based on previous expenditure for the same service levels.

B.2 – Operational Maintenance Forecast Summary

Year	Operational Maintenance (AMP) (\$)	Operational Maintenance (LTFP) (\$)
2024–2025	4,062,743	4,062,743
2025–2026	4,184,625	4,184,625
2026–2027	4,310,164	4,310,164
2027–2028	4,439,469	4,439,469
2028–2029	4,572,653	4,572,653
2029–2030	4,709,833	4,709,833
2030–2031	4,851,128	4,851,128
2031–2032	4,996,661	4,996,661
2032–2033	5,146,561	5,146,561
2033–2034	5,300,958	5,300,958

Appendix C

Renewal Forecast Summary

C.1 – Renewal Forecast Assumptions and Source

The scheduling of identified renewal proposals is currently guided by the condition and age of assets, and by the Council's Open Space Strategy once its update is finalised.

C.2 – Renewal Forecast Summary

Year	Renewal (AMP) (\$)	Renewal (LTFP) (\$)
2024–2025	690,500	516,265
2025–2026	1,891,137	1,514,192
2026–2027	880,837	1,591,907
2027–2028	2,306,765	2,550,147
2028–2029	1,417,244	1,702,033
2029–2030	1,412,367	1,764,026
2030–2031	2,141,393	1,815,334
2031–2032	1,744,452	1,867,534
2032–2033	1,370,477	1,918,957
2033–2034	1,884,284	1,971,910

Appendix D

Disposal Summary

D.1 – Disposal Forecast Assumptions and Source

No disposals have been forecast over the AMP period.

D.2 – Disposal Forecast Summary

Year	Disposal (AMP) (\$)	Disposal (LTFP) (\$)
2024–2025	0	0
2025–2026	0	0
2026–2027	0	0
2027–2028	0	0
2028–2029	0	0
2029–2030	0	0
2030–2031	0	0
2031–2032	0	0
2032–2033	0	0
2033–2034	0	0

Further Information

For information on the Council's *Asset Management Plan: Recreation and Open Space Infrastructure 2025–2034*, please visit www.npsp.sa.gov.au or phone 8366 4555.

You can also visit the Council's Customer Service Centre at the Norwood Town Hall, 175 The Parade, Norwood.

Additional Copies

The *Asset Management Plan: Recreation and Open Space Infrastructure 2025–2034* can be viewed online at www.npsp.sa.gov.au

Additional copies may also be obtained by:

- visiting Norwood Town Hall
- visiting any of the Council's Libraries
- emailing townhall@npsp.sa.gov.au
- contacting the Council on 8366 4555
- writing to the Council at PO Box 204, Kent Town SA 5074

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City of
**Norwood
Payneham
& St Peters**



Asset Management Plan

Stormwater Management Infrastructure

2025–2034



City of
Norwood
Payneham
& St Peters

Contents

Executive Summary	2
The City of Norwood Payneham & St Peters' Asset Management Plans, provide a comprehensive overview of the City's assets, including replacement value and condition of the assets, performance of the assets, service levels, and associated financial considerations.	
<i>Asset Management Plans</i>	<i>2</i>
<i>Asset Description</i>	<i>4</i>
<i>Levels of Service</i>	<i>4</i>
<i>Future Demand</i>	<i>4</i>
<i>Life-Cycle Management Plan</i>	<i>4</i>
<i>Asset Management Practices</i>	<i>4</i>
<i>Monitoring and Improvement Program</i>	<i>4</i>
<i>Financial Summary</i>	<i>5</i>
Introduction	6
<i>Background</i>	<i>6</i>
<i>Goals and Objectives of Asset Ownership</i>	<i>12</i>
Levels of Service	14
<i>Research and Community Expectations</i>	<i>14</i>
<i>Strategic and Corporate Goals</i>	<i>14</i>
<i>Legislative Requirements</i>	<i>16</i>
<i>Citizen Values</i>	<i>17</i>
<i>Citizen Levels of Service</i>	<i>19</i>
<i>Technical Levels of Service</i>	<i>20</i>

Future Demand	22	Financial Summary	34
<i>Drivers of Demand</i>	22	<i>Financial Statements and Projections</i>	34
<i>Demand Impact and Demand Management Plan</i>	22	<i>Funding Strategy</i>	36
<i>Demand Forecasts</i>	22	<i>Valuation Forecasts</i>	36
<i>Asset Programs to Meet Demand</i>	22	<i>Key Assumptions Made in Financial Forecasts</i>	36
<i>Climate Change and Adaptation</i>	24	<i>Forecast Reliability and Confidence</i>	36
Life-Cycle Management Plan	26	Plan Improvement and Monitoring	38
<i>Background Data</i>	26	<i>Status of Asset Management Practices</i>	38
<i>Operational Maintenance Plan</i>	27	<i>Improvement Plan</i>	38
<i>Renewal Plan</i>	28	<i>Monitoring and Review Procedures</i>	39
<i>Summary of Future Renewal Costs</i>	29	<i>Performance Measures</i>	39
<i>Acquisition Plan</i>	29		
<i>Disposal Plan</i>	29		
		References	40
Risk Management Planning	31	Appendices	41
<i>Critical Assets</i>	31	<i>Appendix A</i>	41
<i>Risk Assessment</i>	32	<i>Appendix B</i>	42
<i>Service and Risk Trade-Offs</i>	33	<i>Appendix C</i>	43
<i>Infrastructure Resilience Approach</i>	33	<i>Appendix D</i>	44

Executive summary

Asset Management Plans

The City of Norwood Payneham & St Peters' Asset Management Plans (AMPs), provide a comprehensive overview of the City's assets, including replacement value and condition of the assets, performance of the assets, service levels, and associated financial considerations. The primary aim of the AMPs is to ensure that the Council can deliver essential services, maintain assets, and achieve its strategic objective in a financially sustainable, appropriate and prudent manner over the short, medium, and long term.

The AMPs outline the management, inspection and replacement requirements associated with the prudent curation of assets, including projected annual expenditure over a ten-year planning horizon. The AMPs also set out the planned activities to align with the Council's strategic objectives, therefore ensuring continued services to the community.

Requirement under the Local Government Act 1999

Section 122 of the *Local Government Act 1999*, requires the Council to develop and adopt AMPs to guide the management and development of its infrastructure and major assets over a ten year planning horizon. This ensures that strategic asset management aligns with the Council's overarching strategic management plan (*CityPlan 2030: Shaping Our Future*) and the *Long-term Financial Plan (LTFP)*, particularly in respect to asset renewal.





The Council's AMPs are set out in four separate documents, namely:

Civil Infrastructure

Stormwater Management

Buildings

Recreation and Open Space

Asset Description

The City's Stormwater Management Infrastructure assets comprise of the following components:

- stormwater drainage infrastructure (inclusive of pits, pipes, culverts and open channels);
- waterways under vehicular bridges; and
- footbridges.

The Stormwater Management Infrastructure assets have a significant total renewal value currently estimated at \$156,555,401.

Levels of Service

The Council's present funding levels are sufficient to continue to provide existing services at current service levels.

The main impacts of the Council's planned budget expenditure are:

- assets are replaced accordingly taking into account the condition of the asset and intended useful-life of the particular asset; and
- the standard of the assets in respect to compliance with the relevant standards, legislation and guidelines.

Future Demand

The main demands for new services are generated by:

- the impacts of climate change;
- increased run-off from historic and new development within catchments; and
- stormwater quality enhancements prior to discharging of stormwater into creeks and the River Torrens.

These demands will be approached using a combination of managing existing assets, upgrading existing assets and providing new assets to meet demand. Demand management practices can also include a combination of non-asset solutions, insuring against risks and managing failures, including:

- monitoring of the condition of assets;
- undertaking community expectation surveys; and
- modelling the impacts of climate change and increased urban development.

Life-Cycle Management Plan

What does it Cost?

The forecast life-cycle costs necessary to provide the services covered by this AMP, includes operational maintenance, renewal, acquisition, and disposal of assets. Although the AMP may be prepared for a range of time periods, it typically informs a long-term financial planning period of ten years. Therefore, a summary output from the AMP is the forecast of total outlays over a ten year period which in respect to the Stormwater Management Infrastructure assets is estimated at \$36,054,708 or \$3,605,471 on average per year.

Asset Management Practices

The Council's systems that are used to manage assets include:

- the Council's asset management system;
- the Council's financial system; and
- the Council's strategic and planning documents.

Monitoring and Improvement Program

The next steps resulting from this AMP, in respect to improving asset management practices are to:

- formalise ongoing monitoring and reporting of improvement plan tasks and performance measures;
- establish formal condition rating process of drainage infrastructure;
- develop further the risk assessment and management planning;
- improve GIS data storage system integration with asset database;
- review resilience of critical infrastructure; and
- integrate climate risk assessment into asset management planning.

Financial Summary

What the Council will do

Estimated available funding for the ten year period (2024–2025 to 2033–2034) is \$36,055,936 (or \$3,605,594 on average per year) as set out in the Council’s Long-term Financial Plan (LTFP). This is approximately 100% of the cost to sustain the current level of service at the lowest life-cycle cost.

In practice, only what is funded in the LTFP can be provided. The informed decision-making depends on the AMP emphasising the consequences of planned budgets on the service levels which are provided and the associated risks.

The anticipated planned budget for the City’s Stormwater Management Infrastructure assets, results in a nil shortfall for the forecast life-cycle costs required to provide services in the AMP compared with the planned budget currently included in the LTFP. This is shown in Figure 1 below.

The Council plans to undertake the following in respect to the City’s Stormwater Management Infrastructure assets:

- provision of operational maintenance and renewal works for existing assets to meet current service levels; and
- major renewal projects within the ten year planning horizon, which consists of improving the level of flood protection within catchments to provide the defined level of service through an integrated stormwater management approach. This includes opportunities for stormwater re-use and Water Sensitive Urban Design (WSUD) initiatives wherever possible within the project budget.

What the Council cannot do

Works and services that cannot be provided under present funding levels are:

- undertaking of major acquisition works which are not set out in Council’s LTFP; and
- provision of operational maintenance and renewal works above the current service levels.

Managing the Risks

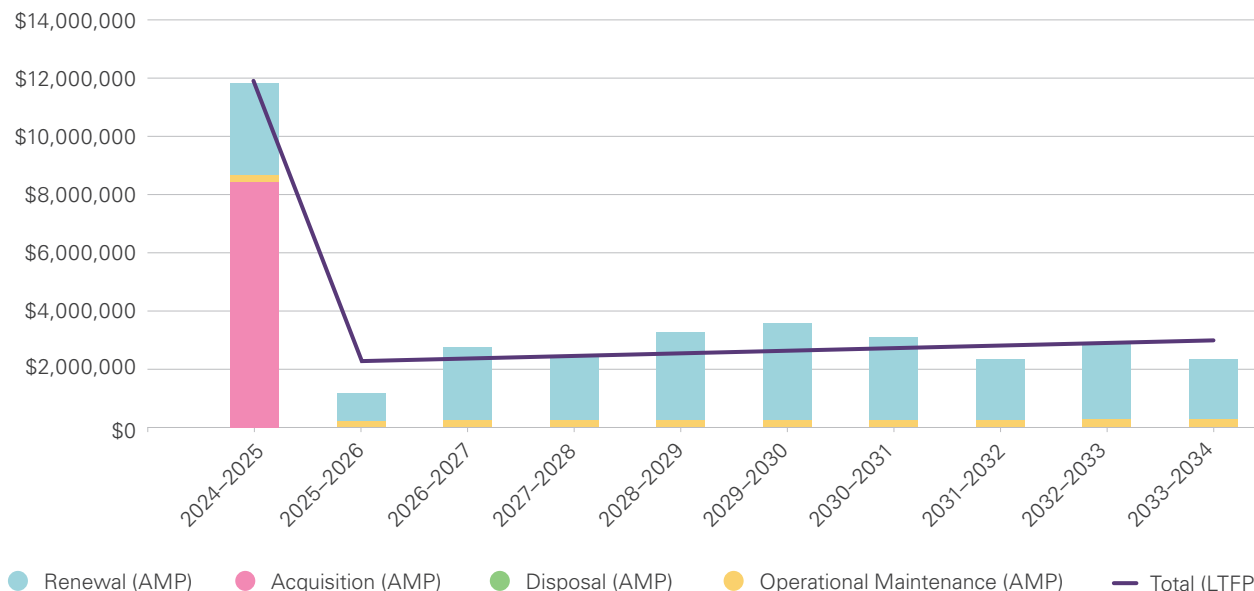
If there is forecast work (operational maintenance, renewal, acquisition or disposal) that cannot be undertaken due to insufficient financial resources, then this could result in service consequences for users. These include:

- frequency of flood events increasing due to increasing stormwater run-off;
- poor quality stormwater entering the receiving waters and wider environment; and
- community expectations not being met.

The Council will endeavour to manage these risks within the available funding allocation by:

- reacting to potential flood events with temporary mitigation measures;
- finding efficiencies within the current operational maintenance program; and
- prioritisation of renewal projects.

Figure 1: Forecast Life-Cycle Costs and Planned Budgets



Introduction

Background

This AMP sets out the requirements for the sustainable delivery of services through the management of assets, compliance with regulatory requirements and required funding to provide the appropriate levels of service over the long-term planning period.

The Council has a strong focus on asset management, with continuous improvements during the revision of the AMP. Integration of acquisition and renewal planning is undergoing continuous improvement to ensure the minimum required investment provides the greatest value outcomes.

This AMP is to be read in conjunction with the following key planning documents:

CityPlan 2030: Shaping Our Future

Long-term Financial Plan

Annual Business Plan

City-wide Floodplain Mapping and Long-term Drainage Program

Asset Management Policy

City of Norwood Payneham & St Peters Community Survey Outcomes





Strategic Direction

The Council's strategic direction is guided by four Outcomes or Pillars which contribute to the realisation of the Council's Vision and are based on the four Pillars of the Quadruple Bottom Line (QBL) framework. The four Outcomes are **Social Equity, Cultural Vitality, Economic Prosperity and Environmental Sustainability**.

For our City, adding the fourth Pillar of culture to the traditional Triple Bottom Line (TBL) approach to decision making of environmental, social and economic sustainability, highlights the importance of protecting and enhancing our City's unique character and strong 'sense of place'.

The Objectives set out in *CityPlan 2030: Shaping Our Future*, which outline the priorities for what needs to happen to achieve the four Outcomes, reflect the community's aspirations, the policy commitments which have been made by the Council and the likely trends and issues which the City will face in achieving the objectives set out in *CityPlan 2030*.

CityPlan 2030 plays a pivotal role in guiding the City of Norwood Payneham & St Peters towards the community's vision for the future. Achieving the objectives and strategies contained in *CityPlan 2030*, requires transparent and accountable governance structures and processes which are both flexible and responsive to the future opportunities and challenges that will present themselves.

It will also require a positive 'can-do attitude' and approach to ensure that the Council realises the future which we want for ourselves and the next generations, rather than just 'letting things happen'.

We exist to improve the Well-being of our citizens and our community, through:

Social Equity

Cultural Vitality

Economic Prosperity

Environmental Sustainability



Strategic Planning Framework

In working towards our vision, all of the programs, projects and services which the Council delivers are structured into four key outcome areas, referred to as the 'Four Pillars' of Community Well-being.



Key Stakeholders in the Asset Management Plan

Key Stakeholder Roles

Key stakeholders who have been involved in the preparation and implementation of this AMP are shown in Table 1 below.

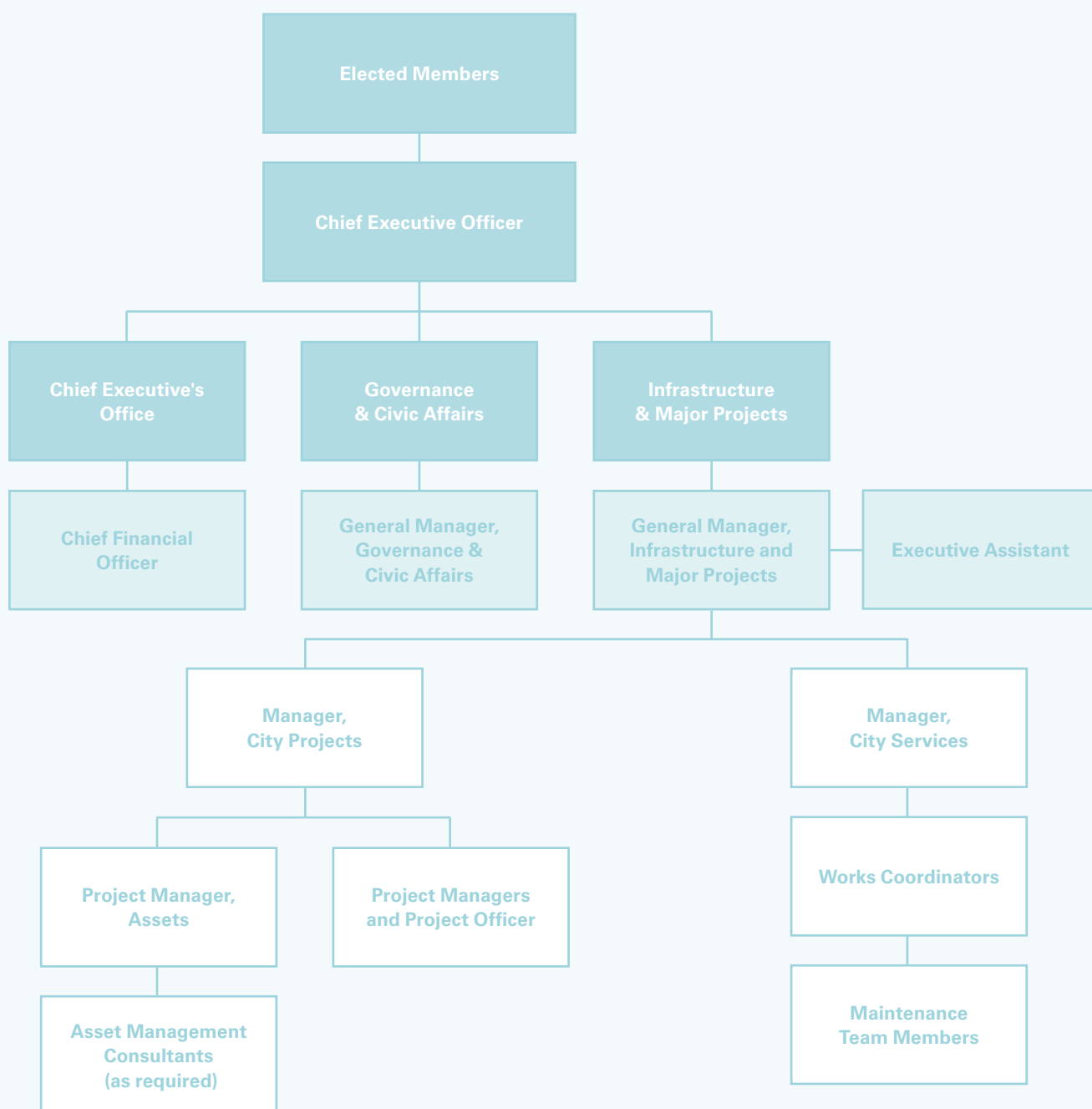
Table 1: Key Stakeholders and their Roles

Key Stakeholder	Role in AMP
Elected Members	Representing the needs of the community and stakeholders, decide on the allocation of resources to meet planning objectives in providing services while managing risks and ensure services are sustainable.
Chief Executive Officer	Endorse the development of the AMP and provide resources (as funded by the Council) required to complete the task.
General Manager, Infrastructure & Major Projects Manager, City Projects	Set high level priorities for asset management development and support the implementation of actions resulting from this AMP.
Chief Financial Officer, Chief Executive's Office General Manager, Governance & Civic Affairs	Develop supporting policies in respect to matters such as capitalisation and depreciation. Provide GIS applications and support.
Asset Management Consultants	Prepare asset sustainability and financial reports incorporating asset depreciation in compliance with current accounting standards. Host and consolidate asset register including updating valuations, capitalisation and disposals. Provide support for development of the AMP and the implementation of effective asset management principles. Independently endorse asset revaluation methodology.
Project Manager, Assets	Responsible for the overall development of the AMP. Coordinate input of other stakeholders into the AMP. Manage the periodic collection of asset condition data.
Project Managers and Project Officer	Assist the Project Manager, Assets in the development of the AMP.
Manager, City Services Works Coordinators Maintenance Team Members	Provide local knowledge level of detail of the assets. Describe the maintenance standards deployed and the ability to meet the technical and citizen levels of service.
External Parties	Citizens; Local Business Owners and Operators; Utilities; Developers; and Federal and State Governments.

Key Stakeholder Structure

The Council’s organisational structure for the management and service delivery associated with infrastructure assets is detailed in Figure 2 below.

Figure 2: Key Stakeholder Structure





Third Creek Stormwater Upgrade

Goals and Objectives of Asset Ownership

The Council's objective in respect to the management of infrastructure assets, is to meet the defined level of service (as amended from time to time) in the most cost-effective manner for present and future citizens. The key elements of infrastructure asset management are:

- providing a defined level of service and monitoring performance;
- managing the impact of growth through demand management and infrastructure investment;
- taking a life-cycle approach to developing cost-effective management strategies for the long-term that meet the defined level of service;
- identifying, assessing and appropriately controlling risks; and
- linking to the LTFP which identifies required, affordable forecast costs and how it will be allocated.

Key elements of the planning framework are:

- **levels of service** – specifies the services and levels of service to be provided;
- **future demand** – how this will impact on future service delivery and how this is to be met;
- **life-cycle management** – how to manage its existing and future assets to provide defined levels of service;
- **financial summary** – what funds are required to provide the defined services;
- **asset management practices** – how the Council manages the provision of the services;
- **monitoring** – how the AMP will be monitored to ensure objectives are met; and
- **asset management improvement plan** – how the Council increases asset management maturity.

Other references to the benefits, fundamentals principles and objectives of asset management are:

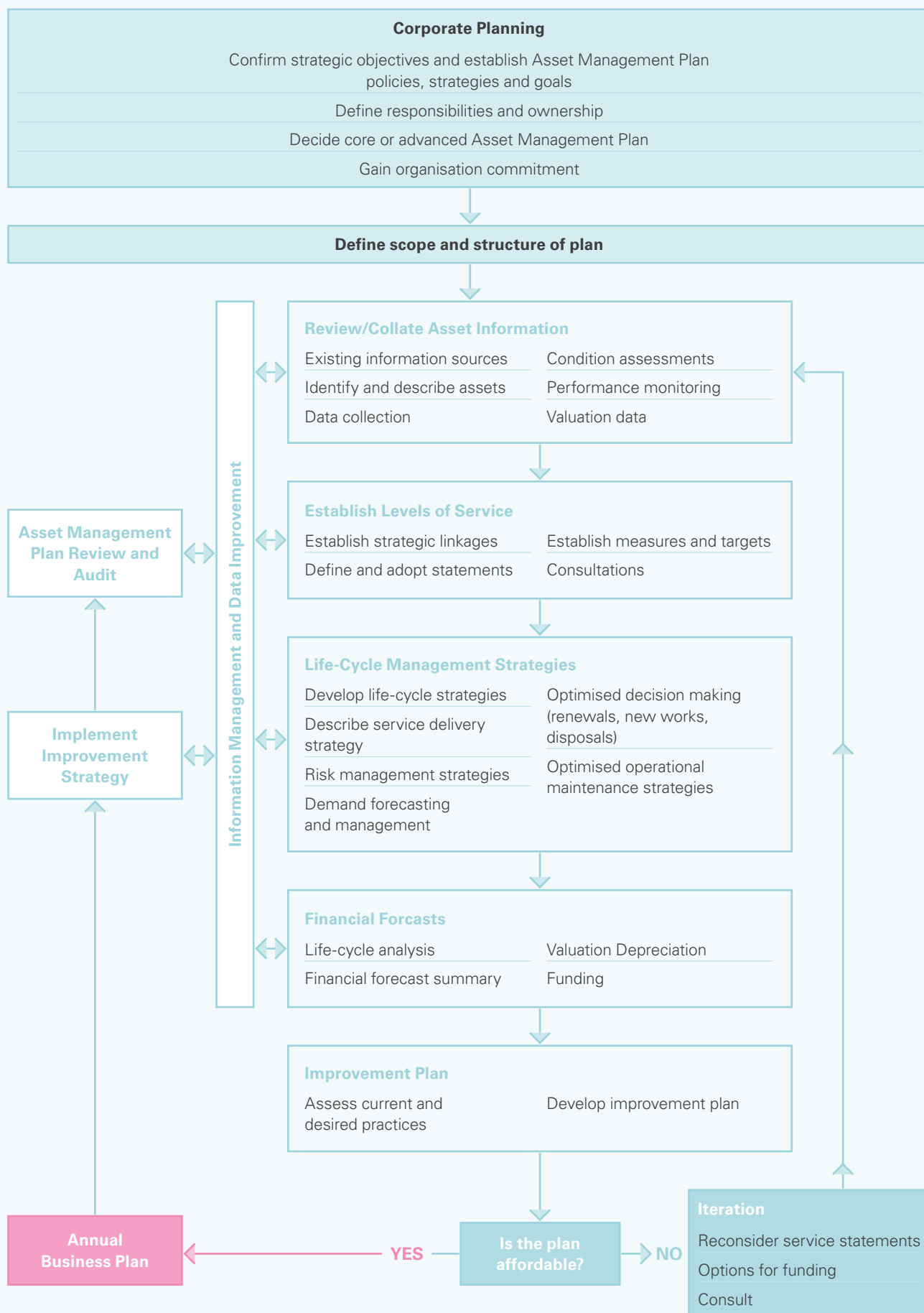
- International Infrastructure Management Manual 2015 ¹; and
- International Organisation for Standardisation (ISO) 55000 ².

A road map used for preparing an AMP is shown in Figure 3 (page 13).

¹ Based on IPWEA 2015 IIMM, Sec 2.1.3

² ISO 55000 Overview, principles and terminology

Figure 3: Road Map for Preparing an Asset Management Plan



Source: IPWEA, 2006, IIMM, Fig 1.5.1

Levels of Service

Research and Community Expectations

The Council conducts Biennial Community Surveys to establish how the Council is performing in a number of key indicators. Community Surveys have been conducted in 2009, 2011, 2013, 2017, 2019 and 2021, with the most recent survey undertaken in 2023.

The survey uses a 5-point scale to determine satisfaction levels, with 1 being Very Dissatisfied and 5 being Very Satisfied. The last version of the AMP included data up to 2019. Table 2 below summarises the results from the Council's Community Surveys.

Table 2: Resident Satisfaction Survey Levels

Performance Measure	Satisfaction Level						
	2023	2021	2019	2017	2013	2011	2009
Overall Infrastructure Satisfaction	3.8	3.9	3.8	3.8	4.0	4.0	3.6
Overall Environmental Management Satisfaction	3.5	3.8	3.4	3.7	3.9	4.0	3.7
Enhancing the Natural Environment	3.8	3.8	3.7	3.8	3.8	3.9	3.5
Managing Watercourses	3.8	3.7	3.4	3.6	3.6	3.6	3.2
Water, Management & Use	3.6	3.7	3.4	3.7	3.5	3.6	3.1
Undertaking Environmental Initiatives	3.4	3.7	3.4	3.5	3.2	3.2	3.0
Responding to Climate Change	3.1	3.3	3.0	N/A	N/A	N/A	N/A

Strategic and Corporate Goals

This AMP has been prepared in accordance with the Council's Vision, Mission, Goals and Objectives as set out in its Strategic Management Plan, *CityPlan 2030: Shaping our Future*.

Council's strategic objectives, and how these are addressed in this AMP, are summarised in Table 3 (page 15).

The Vision contained in *CityPlan 2030* is:

'A City which values its heritage, cultural diversity, sense of place and natural environment.

A progressive City which is prosperous, sustainable and socially cohesive, with a strong community spirit.'

Table 3: Objectives and how these are addressed in this Asset Management Plan

Mitigating and adapting to the impacts of climate change

CityPlan 2030 Outcome

Environmental Sustainability. A leader in environmental sustainability.

How Goals and Objectives are Addressed in the AMP

Development of flood protection service levels which are expected to be provided by the City's infrastructure and the balancing of this with the available funding and acceptable risk.

Identification of climate change impacts and transition risks to enable appropriate resources to be identified and provided.

Ensuring that assets and technical design standards adjust to projected impacts of climate change.

Implement mechanisms to make better use of water resources including the harvesting and re-use of stormwater

CityPlan 2030 Outcome

Environmental Sustainability. Sustainable and efficient management of water, waste, energy and other resources.

How Goals and Objectives are Addressed in the AMP

Planning for water quality improvements upstream of existing stormwater harvesting infrastructure to increase the potential of harvesting the resource.

Planning to harvest stormwater for use in irrigation and public toilet flushing where available and in conjunction with renewal of open space and public toilet facilities.

Revegetate and restore natural watercourses

Improve the water quality in our City's watercourses

Encourage the capture and re-use of stormwater and reduce stormwater run-off

CityPlan 2030 Outcome

Environmental Sustainability. Healthy and sustainable watercourses

How Goals and Objectives are Addressed in the AMP

Planning for naturalisation of existing watercourses where feasible in conjunction with Recreation and Open Space projects.

Planning to develop Water Sensitive Urban Design initiatives as part of integrated stormwater management and streetscape projects.

Legislative Requirements

There are a number of legislative requirements relating to the management of assets. Legislative requirements that impact upon the delivery of the Stormwater Management Infrastructure assets are set out in Table 4 below.

Table 4: Legislative Requirements

Legislation	Requirement
Aboriginal Heritage Act 1988	An act to provide for the protection and preservation of the Aboriginal heritage, and for other purposes.
Australian Accounting Standards	Standards applied in preparing financial statements, relating to the valuation, revaluation and depreciation of transport assets.
Australian Standards	Council's infrastructure projects are undertaken in accordance with Australian Standards, or in the absence of, best practice techniques.
Building Code of Australia	Sets out minimum standards for construction of new assets. Also provides minimum standards for new properties.
Disability Discrimination Act 1992	Provides protection for everyone in Australia against discrimination based on disability. It encourages everyone to be involved in implementing the act and to share in the overall benefits to the community and the economy that flow from participation by the widest range of people.
Environmental Protection Act 1993	Provides the regulatory framework to protect South Australia's environment, including land, air and water.
Highways Act 1926	An act to provide for the appointment of a Commissioner of Highways, and to make further and better provision for the construction and maintenance of roads and works and for other purposes.
Local Government Act 1999	Sets out role, purpose, responsibilities and powers of local governments including the preparation of a Long-term Financial Plan supported by Asset Management Plans for sustainable service delivery.
Manual of Legal Responsibilities and Technical Requirements for Traffic Control Devices – Part 2 – Code of Technical Requirements	Defines legal requirements for the installation of traffic control devices.
Road Traffic Act 1961	Defines responsibilities pertaining to roadways and standards.
Roads (Opening & Closing Act) 1991	Allows for the formalisation of roadways status.
Work Health and Safety Act 2012	Provides minimum standards for health and safety of individuals performing works.

Citizen Values

Service levels are defined in three ways: Citizen Values, Citizen Levels of Service and Technical Levels of Service.

Citizens Values indicate:

- what aspects of a service is important to the citizen;
- whether they see value in what is currently being provided; and
- the likely trend over time based on the current budget provision.

A summary of the satisfaction measure being used, the current feedback and the expected performance based on the current funding level is set out in Table 5 below.

Table 5: Citizen Values

Citizen Values	Citizen Satisfaction Measure	Current Feedback	Expected Trend Based on Planned Budget
Enhancing natural environment	Community Survey	<p>Community Survey results indicate that:</p> <ul style="list-style-type: none"> • this is the second most important factor which impacts upon overall satisfaction with environment management • satisfaction has improved compared to 2019 (i.e., when the AMP was last reviewed) 	Likely to remain unchanged with limited opportunity within our dense urban environment.
Management of watercourses, including flooding	Community Survey	<p>Community Survey results indicate that:</p> <ul style="list-style-type: none"> • this is the fourth most important factor which impacts upon overall satisfaction with environment management • satisfaction has improved compared to 2019 	Continued improvement of management of watercourses including reduced risk of flooding to private property.
Undertaking environmental initiatives, including water quality and re-use	Community Survey	<p>Community Survey results indicate that:</p> <ul style="list-style-type: none"> • this is the sixth most important factor which impacts upon overall satisfaction with environment management • satisfaction has remained consistent compared to 2019 	Continued improvement with implementation of integrated stormwater management and streetscape projects.



Citizen Levels of Service

The Citizen Levels of Service are considered in terms of:

Quality: How good is the service?

What is the condition or quality of the service?

Function: Is it suitable for its intended purpose?

Is it the right service?

Capacity: Is the service over or under used?

Does the Council need more or less of these assets?

A summary of the performance measure being used, the current performance and the expected performance based on the current funding level is set out in Table 6 below.

Confidence levels of current performance and expected trend are set out in Table 6 below and are categorised as follows:

High: professional judgement supported by extensive data;

Medium: professional judgement supported by data sampling; or

Low: professional judgement with no data evidence.

Table 6: Citizen Levels of Service Measures

Type of Measure	Level of Service	Performance Measure	Current Performance	Expected Trend Based on Planned Budget
Quality	Asset condition is <i>'fit for purpose'</i>	Community Survey on Managing Watercourses	Community Survey results indicate satisfaction has improved compared to 2019 (i.e., when the AMP was last reviewed)	No change, as expired assets are renewed as required
	Confidence level:		High	Medium
Function	Asset meets service needs	Community Survey on Enhancing Natural Environment	Community Survey results indicate satisfaction has improved compared to 2019	Likely to remain unchanged with limited opportunity within urban environment
	Confidence level:		High	Medium
Capacity	Capacity of assets to meet demands	Community Survey on Managing Watercourses	Community Survey results indicate satisfaction has improved compared to 2019	Improved performance is expected as a result of further drainage upgrade works
	Confidence level:		High	Medium

Technical Levels of Service

Technical Levels of Service refers to the performance standards that define how well Council's assets meet their intended function. These technical measures relate to the activities and allocation of resources to best achieve the desired community outcomes and demonstrate effective performance.



Burchell Reserve Stormwater Detention Tank Storage

Technical service measures are linked to the activities and annual budgets covering:

Acquisition: the activities that are undertaken to provide a higher level of service or a new service that did not exist previously (e.g. construction of a new detention basin);

Operational Maintenance: the regular activities that are undertaken to retain an asset as near as practicable to an appropriate service condition (e.g. inspections and condition assessments);

Renewal: the activities that are undertaken to ensure the service capability is retained (e.g. straight replacement of pipeline); and

Disposal: the activities associated with the disposal of a de-commissioned asset including sale, demolition or relocation (e.g. redundancy of a pipeline network).

Service and asset managers plan, implement and control technical service levels to influence the service outcomes.³

Table 7 (page 21) sets out the activities expected to be provided under the current planned budget allocation and the forecast activity requirements being recommended in this AMP.

³ IPWEA, 2015, IIMM

Table 7: Technical Levels of Service

Life-Cycle Activity	Purpose of Activity	Activity Measure	Current Performance (LTFP)	Recommended Performance (AMP)
Acquisition	Gifted or transferred infrastructure from developers / property owners	Incorporate into Asset Register upon receiving ownership	Occurs on an ad-hoc basis dependent on development	Occurs on an ad-hoc basis dependent on development
	Trinity Valley Stormwater Drainage Upgrade	Budget allocation	As budgeted within the LTFP (this is discussed further on page 30 under 'Acquisition Plan')	As per Council's City-wide Floodplain Mapping and Long-term Drainage Program
	Budget:		\$0 over ten years	\$8,472,308 over ten years
Operational Maintenance	Cleaning of side entry pits and trash racks	Frequency	Conducted on a programmed basis and upon request	Conducted on a programmed basis and on request
	CCTV inspection of underground assets	Frequency	Yearly inspection program of section of underground network	Yearly inspection program of section of underground network
	Drainage structures condition assessment	Frequency	Asset Condition Assessment undertaken once every five years	Asset Condition Assessment undertaken once every five years
	Budget:		\$2,620,104 over ten years	\$2,691,249 over ten years
Renewal	Renewal of asset	Renewal to requirements of asset register	As budgeted within the LTFP	Prioritise and undertake projects as per Council's City-wide Floodplain Mapping and Long-term Drainage Program
	Budget:		\$33,435,832 over ten years	\$24,891,151 over ten years
Disposal	Disposal of assets no longer in use	As identified in the AMP	No assets identified as no longer in use	No assets identified as no longer in use
	Budget:		\$0 over ten years	\$0 over ten years

It is important to regularly monitor the service levels provided by the Council as these will change. The current performance is influenced by work efficiencies and technology and community priorities will change over time.

Future Demand

Drivers of Demand

Drivers affecting demand include (but are not limited to), changes in population, legislation, changes in demographics, seasonal factors, vehicle ownership rates, consumer preferences and expectations, technological changes, economic factors, agricultural practices and environmental awareness.

Demand Impact and Demand Management Plan

The impact of demand drivers that may affect future service delivery and use of assets are shown in Table 8 (page 23).

Demand for new services will be managed through a combination of managing existing assets, upgrading of existing assets and providing new assets to meet demand and demand management. Demand management practices can include non-asset solutions, insuring against risks and managing failures.

Opportunities identified to date for demand management are shown in Table 8 (page 23). Further opportunities will be developed in future revisions of this AMP.

Asset Programs to Meet Demand

The new assets required to meet demand may be acquired, donated or constructed and these assets are discussed on page 30 under 'Acquisition Plan'.

Acquiring new assets will commit the Council to increased ongoing operational maintenance and renewal costs for the period that the service provided from the assets is required. These future costs are identified and considered in developing forecasts of future operational maintenance and renewal costs for inclusion in the LTFP (refer to page 26 under 'Life-Cycle Management Plan').



Second Creek Gross Pollutant Trap & Linear Park Path Upgrade

Table 8: Demand Management Plan

Demand Driver	Current Position	Projection	Impact on Services	Demand Management Plan
Climate change	Refer to page 24 under 'Climate Change and Adaptation'.			
Infill development	Minimise additional run-off to waterways through stormwater management controls set out in the Planning and Design Code	Increased stormwater run-off	Higher stormwater flow capacity demand on services during heavy rainfall events	Maintain and enhance development planning controls
Environmental management	Renewal program designed to enhance environmental outcome where possible	Increased water quality and re-use expectations	Increased requirement for Water Sensitive Urban Design infrastructure	Asset renewal and upgrade designs to consider an integrated stormwater management approach Maintain and enhance development planning controls



Climate Change and Adaptation

The impacts of climate change can have a significant impact on the assets which the Council owns and manages and the services which are provided. In the context of the asset management planning process, climate change can be considered as both a future demand and a risk.

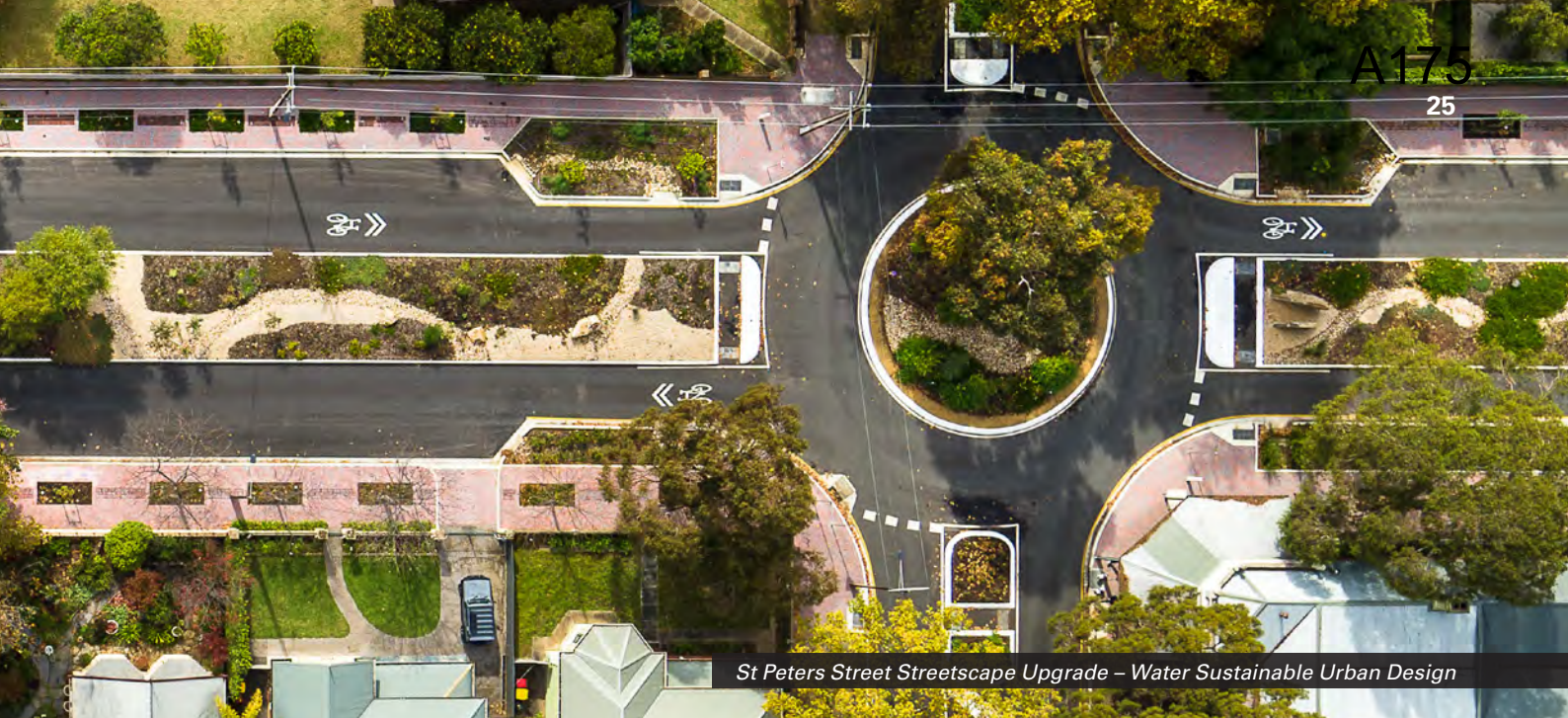
How climate change impacts on the City's assets can vary significantly, depending on the location and the type of asset and services that are provided, as will the way in which the Council responds and manage these impacts.

As a minimum, the Council should consider both how to manage existing assets given the potential impacts of climate change and how to create resilience and adapt to climate change when undertaking any new works or acquisitions.

Opportunities which have been identified to date to manage the impacts of climate change on existing assets are shown in Table 9 below.

Table 9: Managing the Impact of Climate Change on Assets

Climate Change Description	Projected Change	Potential Impact on Assets and Services	Management
Storm intensity	Increased rainfall intensity	Increased demand to manage increased flows Inadequate capacity	Asset renewal and upgrade designs to consider flood modelling which accounts for climate change impacts
Rainfall	Reduced annual rainfall	Reduced availability for water re-use	Asset renewal and upgrade designs to optimise water re-use
Temperature	Higher maximum temperatures	Decreased lifespan of assets	While most assets are underground, the material used for exposed above-ground assets can be considered more closely with regards to this issue



St Peters Street Streetscape Upgrade – Water Sustainable Urban Design

The way in which the Council constructs new assets, should take into consideration the opportunity to build in resilience to the impacts of climate change. Developing resilience has a number of benefits including but not limited to:

- assets will be able to withstand the impacts of climate change;
- services can be sustained; and
- assets that can endure the impacts of climate change may potentially lower the life-cycle cost and reduce their carbon footprint

Table 10 below sets out some asset climate change resilience opportunities.

These initiatives are currently being implemented within Council projects where possible. However, it is acknowledged that the impact of climate change on assets is a complex and evolving issue, and further opportunities will be developed in future revisions of this AMP.

Table 10: Developing Asset Resilience to Climate Change

New Asset Description	Climate Change Impacts on Assets	Build Resilience in New Works
Water Sustainable Urban Design (WSUD)	Reduced annual rainfall	Higher quality stormwater more likely to be captured by Aquifer Storage Recovery and reused for irrigation
Stormwater detention assets	Increased rainfall intensity during rainfall events	Reduce requirement to increase the capacity of the existing pit and pipe network

Life-Cycle Management Plan

The Life-Cycle Management Plan details how the Council plans to manage and operate the assets at the agreed levels of service while managing life-cycle costs.

Background Data

Physical Parameters

The assets covered by this AMP are shown in Table 11 below and the age profile of the assets included in this AMP are shown in Figure 4 below.

Table 11: Assets Covered by this Asset Management Plan

Asset Category	Replacement Value (\$)
Nodes (pits, outlets, chambers)	17,016,674
Pipes	88,510,260
Culverts	35,712,300
Channels	10,230,160
Waterways under vehicular bridges	2,525,953
Creek Protection	1,061,660
Footbridges	1,498,394
TOTAL	156,555,401

Asset Capacity and Performance

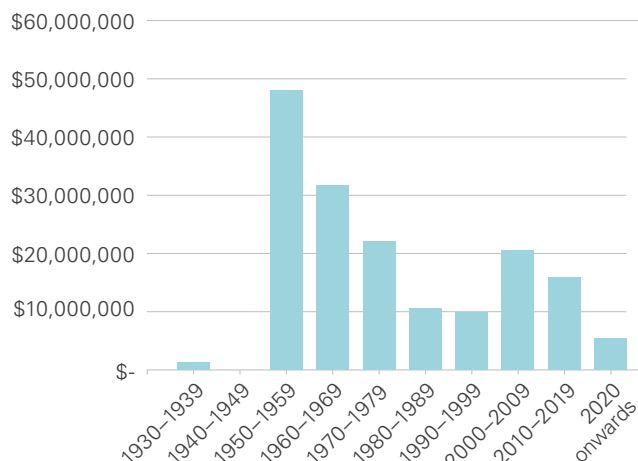
Assets are generally provided to meet design standards where these are available. However, there is insufficient resources to address all known deficiencies. Locations where deficiencies in service performance are known are detailed in Table 12 below.

Table 12: Known Service Performance Deficiencies

Location	Service Deficiency
Trinity Valley	Insufficient capacity due to increasing stormwater run-off volumes caused by infill development and climate change.
Joslin Valley	
First Creek	

The above service deficiencies have been identified through the Council’s City-wide Floodplain Mapping and Long-term Drainage Program, together with operational reports and historical data. The identified service deficiencies are addressed systematically through the annual works programs and operational maintenance works wherever feasible.

Figure 4: Stormwater Management Infrastructure construction periods



The majority of the City’s underground Stormwater Management Infrastructure was constructed between 1950 and 1970. Stormwater Management Infrastructure assets typically have a long life, often in excess of 80 to 100 years.

Note: Total dollar values reflect the current value of existing Stormwater Management Infrastructure.

Condition of Assets

The condition of assets should be monitored by undertaking a condition assessment of the Stormwater Management Infrastructure assets accessible from ground (e.g. pits and open channels) once every five years. Annual CCTV inspections of some inaccessible underground assets (e.g. pipes and culvert) should be completed to systematically monitor asset condition.

A formal condition rating has not been historically provided when undertaking an assessment of the City's Stormwater Management Infrastructure. The output has consisted of defects lists and associated maintenance requirements. The condition assessment rating system will be formalised prior to the next condition data collection (scheduled for the 2025–2026 financial year).

Operational Maintenance Plan

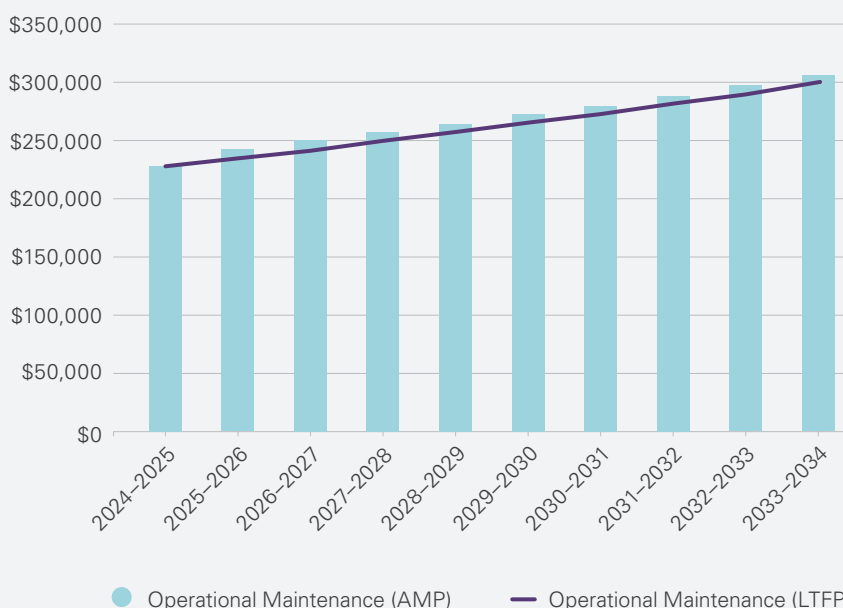
Operational maintenance works focus on the efficiency of assets to ensure the achievement of organisational objectives and the improvement of performance. They include all actions necessary for retaining an asset as near as practicable to an appropriate service condition including regular ongoing day-to-day work necessary to keep assets operating.

Examples of typical operational maintenance activities include asset inspections and patch repairs.

Summary of Forecast Operational Maintenance Costs

Forecast operational maintenance costs are expected to vary in relation to the total value of the asset stock. If additional assets are acquired, the future operational maintenance costs are forecast to increase. If assets are disposed, the forecast operational maintenance costs are expected to decrease. Figure 5 below shows the forecast operational maintenance costs relative to the proposed operational maintenance planned budget.

Figure 5: Operational Maintenance Summary



Operational maintenance costs remain consistent over the life of the AMP, as the costs associated with the Stormwater Management Infrastructure assets are relatively stable due to the nature and location of these assets.

Upon completion of the Trinity Valley Stormwater Drainage Upgrade Project, the resulting additional operational costs will need to be monitored and reflected onto the LTFP accordingly. However, this increase in operational maintenance costs, is forecast to be minor in respect to the total operational maintenance costs for the Stormwater Management Infrastructure assets.

Renewal Plan

Renewal involves major capital work which does not significantly alter the original service provided by the asset, but restores, rehabilitates, replaces or renews an existing asset to its original service potential. Work over and above restoring an asset to original service potential is considered to be an acquisition resulting in additional future operational maintenance costs.

The typical 'useful lives' of assets used to develop projected asset renewal forecasts are shown in Table 13 below.

Renewal Ranking Criteria

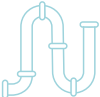



Asset renewal is typically undertaken to either:

- ensure the reliability of the existing infrastructure to deliver the service it was constructed to facilitate; or
- to ensure the infrastructure is of sufficient quality to meet the service requirements.⁴

It is possible to prioritise renewals by identifying assets or asset groups that:

- have a high consequence of failure;
- have high use and subsequent impact on users would be significant;
- have higher than expected operational maintenance costs; and
- have potential to reduce life-cycle costs by replacement with a modern equivalent asset that would provide the equivalent service.⁵

Table 13: Useful Lives of Assets

	Asset Category	Useful Life
	Stormwater pipes, culverts, inlets and junction boxes	80 to 100 years
	Footbridges	100 years
	Reno Mattress and Gabion Walls	70 years
	Pumps and Control Systems	10 to 20 years

⁴ IPWEA, 2015, IIMM, Sec 3.4.4

⁵ Based on IPWEA, 2015, IIMM, Sec 3.4.5

Summary of Future Renewal Costs

The forecast costs associated with renewals are shown relative to the proposed renewal budget in Figure 6 below.

Figure 6: Forecast Renewal Costs



The scheduling of identified renewal proposals is guided by Council’s City-wide Floodplain Mapping and Long-term Drainage Program. One of the major projects identified in the program is the Trinity Valley Stormwater Drainage Upgrade Project. Initially, the project entailed the renewal of existing assets within the Trinity Valley, as well as minor upgrades of a number of sections of the stormwater drainage system. Therefore, the construction costs associated with this project were identified as 'Renewal' and this is reflected in the Council's LTFP.

As the project progressed, it was deemed that major upgrade works are required to be undertaken to ensure that the project objectives are met. To accurately capture

the nature of the works, the 'upgrade' component of the project has been identified as "Acquisition" within the AMP. In isolation, Figure 6 above and Figure 7 (page 30) illustrate a difference of totals between the AMP and LTFP numbers. However, when viewed holistically, the LTFP and AMP totals are approximately even, as illustrated in Figure 9 (refer to page 36 under 'Financial Statements and Projections').

Should there be financial resourcing issues, prioritisation of these renewals will need to be determined, with high-risk assets to be renewed when required and lower-risk assets being deferred.

Acquisition Plan

Acquisition reflects new assets that did not previously exist or works which will upgrade or improve an existing asset beyond its existing capacity. They may result from growth, demand, social or environmental needs. Assets may also be donated to the Council.

The acquisition projects included in the AMP are projects that are identified within Council’s strategies.

Summary of future asset acquisition costs

Forecast acquisition asset costs are summarised in Figure 7 below and shown relative to the proposed acquisition budget.

The variance between the acquisition AMP and LTFP numbers illustrated in Figure 7 below is discussed on page 29 under 'Summary of Future Renewal Costs'. It is important to note that, when viewed holistically, the LTFP and AMP totals are approximately even, as illustrated in Figure 9 (refer to page 36 under 'Financial Statements and Projections').

Within the City of Norwood Payneham & St Peters area, there are major waterways which are partially located on privately-

owned land without Council easements, hence the ownership and responsibility of maintenance is of the owner of the private property.

This is a matter which requires further consideration, as a failure of a privately-owned section of a major waterway will significantly impact upon the stormwater drainage system. While the Council can assist with remediation of these issues within private land, the absence of easements adds a layer of complexity to resolving the issue.

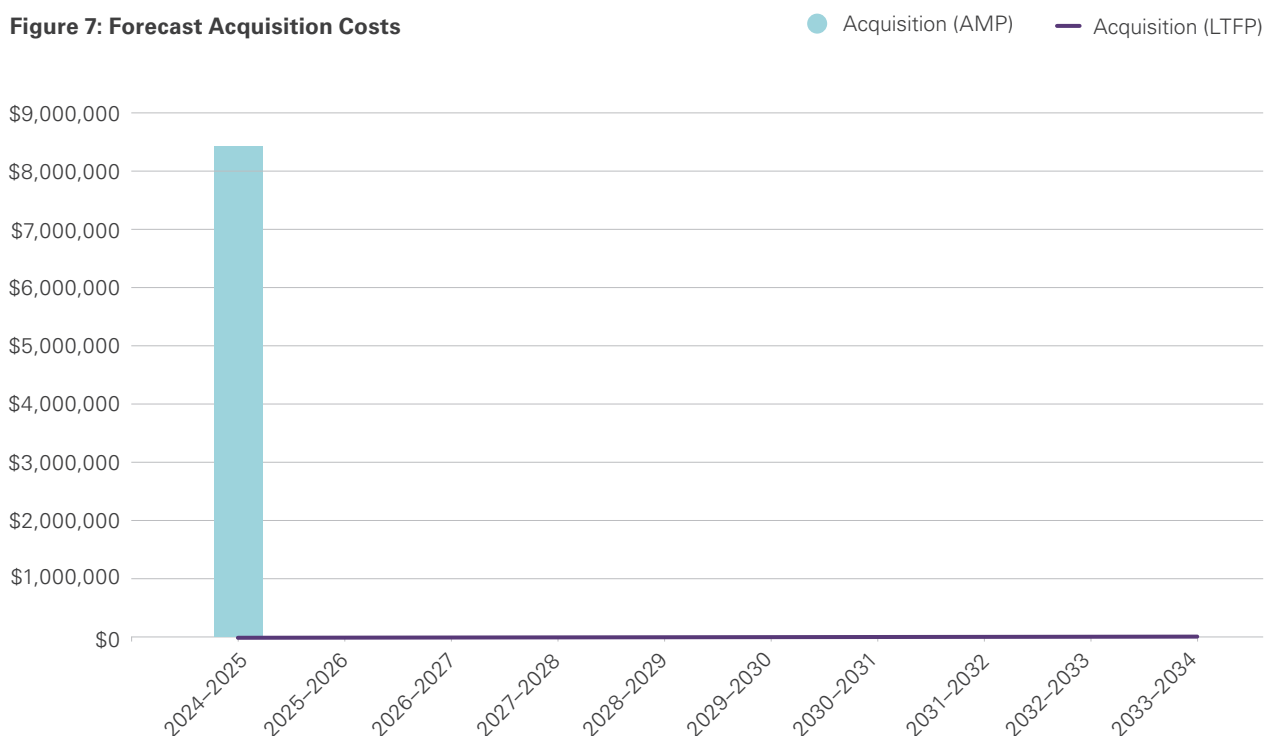
The Council should remain alert of opportunities to secure ownership of the land or easement over these sections of major waterways (e.g., as part of major development works).

Disposal Plan

Disposal includes any activity associated with the disposal of a decommissioned asset including sale, demolition or relocation.

At this stage, there are no disposal costs forecasted in the next ten years.

Figure 7: Forecast Acquisition Costs



Risk Management Planning

The purpose of risk management associated with infrastructure assets is to document the findings and recommendations resulting from the periodic identification, assessment and treatment of risks associated with providing services from infrastructure, using the fundamentals of International Standard ISO 31000:2018 Risk management – Principles and guidelines.

Risk Management is defined in ISO 31000:2018 as: 'coordinated activities to direct and control with regard to risk'.⁶

An assessment of risks associated with service delivery will identify risks that will result in loss or reduction in service, personal injury, environmental impacts, a 'financial shock', reputational impacts, or other consequences. The risk assessment process identifies credible risks, the likelihood of the risk event occurring, and the consequences should the event occur. The risk assessment should also include the development of a risk rating, evaluation of the risks and development of a risk treatment plan for those risks that are deemed to be non-acceptable.

Critical Assets

Critical assets are defined as those which have a high consequence of failure causing significant loss or reduction of service. Critical assets have been identified and along with their typical failure mode, and the impact on service delivery are summarised in Table 14 below.

By identifying critical assets and failure modes, an organisation can ensure that investigative activities, condition inspection programs, operational maintenance and capital expenditure plans are targeted at critical assets.

Table 14: Critical Assets

Critical Assets	Failure Mode	Impact
Footbridges	Degradation, third party damage	Service interruption
Outlets	Embankment collapse	Increased flood risk
Major culverts	Blockage	Increased flood risk

⁶ ISO 31000:2009

Risk Assessment

The risk management process used is shown in Figure 8.

The risk management process is an analysis and problem-solving technique that is designed to provide logical process for the selection of treatment plans and management actions to protect the community against unacceptable risks.

The process is based on the fundamentals of International Standard ISO 31000:2018.

The risk assessment process identifies credible risks, the likelihood of the risk event occurring, the consequences should the event occur, development of a risk rating, evaluation of the risk and development of a risk treatment plan for unacceptable risks.

An assessment of risks associated with service delivery will identify risks that will result in loss or reduction in service, personal injury, environmental impacts, a ‘financial shock’, reputational impacts or other consequences. This is outlined in Table 15 below.

Figure 8: Risk Management Process – Abridged

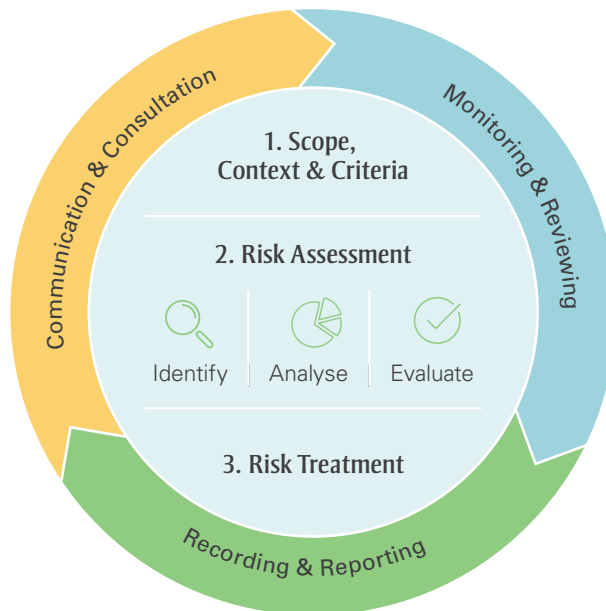


Table 15: Risks and Treatment Plans

Service or Asset at Risk	Risk Event	Impact Category	Risk Rating	Risk Treatment Plan	Residual Rating
Underground stormwater drainage assets	Potential for uninformed decision making, as a majority of assets are not visible	Service	Substantial (13)*	Update condition data through CCTV works and review renewal program	Medium (17)*
Side entry pits	Blockage due to debris and vegetation	Reputation	Substantial (13)*	Monitor suitability of maintenance schedule and adjust accordingly (e.g., increase maintenance and inspections during high leaf fall periods)	Low (21)*
Footbridges	Footbridge failure	Service / Reputation	Substantial (12)*	Undertake periodic inspection and maintenance works	Medium (16)*

* Refer to Risk Matrix in Table 16 (page 33).

Table 16: Council's Risk Matrix

A 'risk rating'—sometimes known as the risk level—is obtained by applying the likelihood and consequence in the context of existing and proposed control measures to arrive at the level of risk, as per the Risk Matrix shown below.

	Catastrophic	Major	Moderate	Minor	Insignificant
Almost Certain	Extreme 1	Extreme 4	High 8	High 10	Substantial 15
Likely	Extreme 2	Extreme 5	High 9	Substantial 14	Medium 20
Possible	Extreme 3	High 7	Substantial 13	Medium 19	Low 23
Unlikely	High 6	Substantial 12	Medium 17	Low 21	Low 24
Very Unlikely	Substantial 11	Medium 16	Medium 18	Low 22	Low 25

Service and Risk Trade-offs

The decisions made when adopting this AMP have been based on the objective of achieving the optimum benefits from the available resources (financial and human).

What the Council cannot do

Works and services that cannot be provided under present funding levels are:

- undertaking of major acquisition works which are not set out in Council's LTFP; and
- provision of operational maintenance and renewal works above the current service levels.

Service Trade-off

If there is forecast work (operational maintenance, renewal, acquisition or disposal) that cannot be undertaken due to insufficient resources, then this will result in service consequences for users. These service consequences include:

- frequency of flood events increasing due to increasing stormwater run-off;
- poor quality stormwater entering the receiving waters and wider environment; and
- community expectations not being met.

Risk Trade-off

The forecast works not being undertaken due to insufficient resources may sustain or create risk consequences.

These risk consequences include:

- loss of service; and
- loss of the Council's reputation.

The Council will endeavour to manage these risks within the available funding allocation by:

- reacting to potential flood events with temporary mitigation measures;
- finding efficiencies within the current operational maintenance program; and
- prioritisation of renewal projects.

Infrastructure Resilience Approach

The resilience of the Council's critical infrastructure is vital to the ongoing provision of services to the community. To adapt to changing conditions, the Council needs to understand its capacity to 'withstand a given level of stress or demand' and to respond to possible disruptions to ensure continuity of service.

Resilience is built upon aspects such as response and recovery planning, financial capacity, climate change and crisis leadership.

The Council does not currently measure its resilience in service delivery. This will be included in future iterations of the AMP.

Financial Summary

This section contains the financial requirements resulting from the information presented in the previous sections of this AMP. The financial projections will be improved as the discussion on desired levels of service and asset performance matures.

Financial Statements and Projections

Asset Valuations

The best available estimate of the value of assets included in this AMP are shown below. The assets are valued 'at cost to replace' service capacity:

Current (Gross) Replacement Cost	\$156,555,401
Depreciable Amount	\$156,555,401
Depreciated Replacement Cost	\$74,593,523
Depreciation during the 2022–2023 Financial Year	\$1,705,839

Sustainability of Service Delivery

There are two key indicators of sustainable service delivery that have been considered in developing this AMP, namely:

- Asset Renewal Funding Ratio (proposed LTFP renewal budget for the next ten years / forecast AMP renewal costs for next ten years); and
- medium term forecast costs / proposed budget (over ten years of the planning period).

Asset Renewal Funding Ratio

Asset Renewal Funding Ratio	134.33%
-----------------------------	---------

The **Asset Renewal Funding Ratio** is an important indicator and illustrates that over the next ten years, the Council expects to have 100% of the funds that are required for the optimal renewal of assets.

The variance between the renewal AMP and LTFP numbers is discussed on page 29 under 'Summary of Renewal Costs'. It is important to note that when viewed holistically, the LTFP and AMP totals are approximately even, as illustrated in Figure 9 (page 36).

Additionally, between 2025–2026 and 2033–2034, the total AMP renewal figure is approximately \$21.76 million and the LTFP renewal figure is approximately \$21.83 million. This results in an Asset Renewal Funding Ratio of 100.33% for those nine years, which is within the target range for this Ratio of 90% to 110%.

The forecast renewal work together with the proposed renewal budget is illustrated in Appendix C (page 43).

⁷ Also reported as *Written Down Value, Carrying or Net Book Value*.

⁸ AIFMM, 2015, Version 1.0, *Financial Sustainability Indicator 3, Sec 2.6*.

Medium Term – Ten Year Financial Planning Period

This AMP identifies the forecast operational maintenance and renewal costs that are required to provide an agreed level of service to the community over a ten year period. This provides input into ten year financial and funding plans aimed at providing the required services in a sustainable manner.

This forecast work can be compared to the proposed budget over the ten year period to identify any funding shortfall.

The forecast AMP operational maintenance and renewal costs over the ten year planning period is \$2,758,240 on average per year.

The LTFP operational maintenance and renewal funding is \$3,605,594 on average per year, resulting in nil funding shortfall. This indicates that 100% of the forecast costs needed to provide the services documented in this AMP are accommodated in the proposed budget.

Similar to the above, the variance between the AMP and LTFP numbers is discussed in on page 29 under 'Summary of Renewal Costs'. Additionally, the ratio is approximately 100.01% for the remaining nine years of the AMP timeframe.

Providing sustainable services from infrastructure requires the management of service levels, risks, forecast outlays and financing to achieve a financial indicator of approximately 100% for the first years of the AMP and ideally over the ten year life of the LTFP.

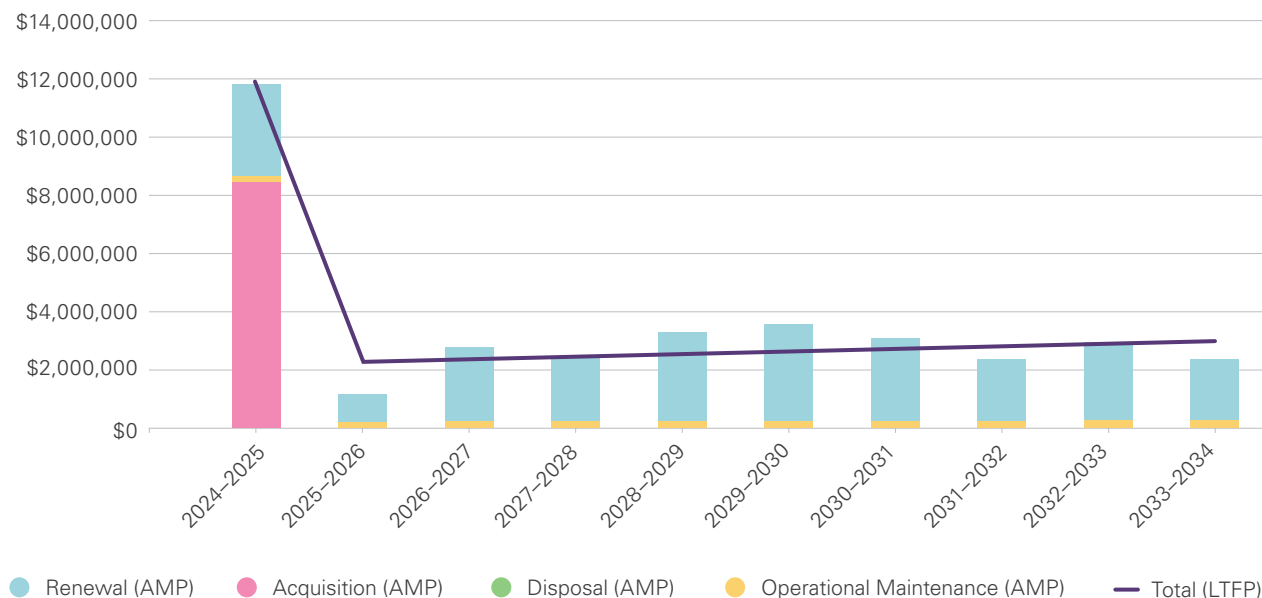
Forecast Costs (outlays) for the LTFP

A summary of the anticipated AMP forecast life-cycle costs compared with the LTFP planned budget are shown in Table 17 below and Figure 9 on the following page.

Table 17: Forecast Life-Cycle Costs and Planned Budgets

Year	Acquisition (AMP) (\$)	Operational Maintenance (AMP) (\$)	Renewal (AMP) (\$)	Disposal (AMP) (\$)	Total Budget (LTFP) (\$)
2024–2025	8,472,308	228,553	3,136,151	0	11,837,012
2025–2026	0	243,315	987,500	0	2,328,278
2026–2027	0	250,377	2,537,500	0	2,442,755
2027–2028	0	257,651	2,287,500	0	2,525,113
2028–2029	0	265,143	3,037,500	0	2,609,733
2029–2030	0	272,861	3,327,500	0	2,703,137
2030–2031	0	280,809	2,832,500	0	2,782,002
2031–2032	0	288,996	2,087,500	0	2,862,338
2032–2033	0	297,429	2,552,500	0	2,941,846
2033–2034	0	306,115	2,105,000	0	3,023,722

Figure 9: Forecast Life-Cycle Costs and Planned Budgets



Funding Strategy

The proposed funding for the acquisition, renewal, operational maintenance and disposal of assets is outlined in the Council’s Annual Budget and LTFP.

The Council’s financial strategy outlines how funding will be provided, whereas the AMP sets out how and when this will be spent, together with the service and risk consequences of various service alternatives.

Valuation Forecasts

Asset values are forecast to increase as additional assets are added to the stock of assets.

Additional assets will generally add to the operational maintenance needs in the longer term. Additional assets will also require additional costs due to future renewals. Any additional assets will also add to future depreciation forecasts.

Key Assumptions Made in Financial Forecasts

In preparing this AMP, it has been necessary to make some assumptions. This section details the key assumptions that have been made in the development of this AMP and provide an understanding of the level of confidence in the data that has been used to calculate the financial forecasts.

Key assumptions made in this AMP are:

- renewal costs have been based on previous projects undertaken by the Council; and
- forecasted operational maintenance costs are based on previous expenditure for the same service levels.

Forecast Reliability and Confidence

The forecast costs, proposed budgets and valuation projections in this AMP, are based on the best available data. For effective asset and financial management, it is critical that the information is current and accurate. Data confidence is classified on an A to E level scale⁹ in accordance with Table 18 (page 37).

⁹ IPWEA, 2015, IIMM, Table 2.4.6

Table 18: Data Confidence Grading System

Grade	Confidence Grade	Description
A	Highly reliable	Data based on sound records, procedures, investigations and analysis, documented properly and agreed as the best method of assessment.
B	Reliable	Data based on sound records, procedures, investigations and analysis, documented properly but has minor shortcomings, for example some of the data is old, some documentation is missing and/or reliance is placed on unconfirmed reports or some extrapolation.
C	Uncertain	Data based on sound records, procedures, investigations and analysis which is incomplete or unsupported, or extrapolated from a limited sample for which grade A or B data are available.
D	Very Uncertain	Data is based on unconfirmed verbal reports and/or cursory inspections and analysis. Dataset may not be fully complete, and most data is estimated or extrapolated.
E	Unknown	None or very little data is held.

The estimated confidence level for and reliability of data used in this AMP is shown in Table 19 below.

Table 19: Data Confidence Assessment for Data Used in Asset Management Plan

Data	Confidence Assessment	Comment
Demand drivers	C	Based on development application trends, climate change data
Growth projections	C	Based on development application trends
Acquisition forecast	B	Future iterations of the AMP may incorporate opportunities to achieve additional acquisition through grant funding to enhance service level provision
Operational maintenance forecast	B	In line with previous years
Renewal forecast		
- Asset values	B	As per approved methodology
- Asset useful lives	B	Current estimates from asset register
- Condition modelling	C	Methodology and data capture to be updated
Disposal forecast	E	No disposal of assets anticipated

The estimated confidence level for and reliability of data used in this AMP is considered to be reliable.

Plan Improvement and Monitoring

Status of Asset Management Practices

Accounting and Financial Data Sources

The Council uses Authority and Conquest as its financial management and accounting IT systems. These systems have the capability to report on the full life-cycle of assets, providing full transparency from acquisition to disposal.

Asset Management Data Sources

The Council uses Conquest as its asset management system, and Spectrum Spatial as its geographical information system. There are plans to improve integration between the GIS data with the asset management register to provide a live and amalgamated asset data system.

Improvement Plan

It is important that the Council recognises areas of the AMP and planning process that require future improvements to ensure effective asset management and informed decision making.

The improvement plan generated from this AMP is the following:

Task 1: Formalise ongoing monitoring and reporting of improvement plan tasks and performance measures

Responsibility: Project Manager, Assets
Resources Required: Manager, City Project
Timeline: 1 year

Task 2: Establish formal condition rating process of drainage infrastructure

Responsibility: Project Manager, Assets
Resources Required: Asset Consultants
Timeline: 1 year

Task 3: Develop further the risk assessment and management planning

Responsibility: Project Manager, Assets
Resources Required: Project Officer, Assets and Asset Consultants
Timeline: 2 years

Task 4: Improve GIS data storage system integration with asset database

Responsibility: Project Manager, Assets
Resources Required: Project Officer, Assets and Asset Consultants
Timeline: 3 years

Task 5: Review resilience of critical infrastructure

Responsibility: Project Manager, Assets
Resources Required: City Assets and Asset Consultants
Timeline: 4 years

Task 6 : Integrate climate risk assessment into asset management planning

Responsibility: Project Manager, Assets
Resources Required: City Assets and Asset Consultants
Timeline: 4 years



Trinity Valley Stormwater Drainage Upgrade – Stage 3

Monitoring and Review Procedures

This AMP will be reviewed and updated annually to ensure that it represents the current service level, asset values, forecast operational maintenance, renewals, acquisition and disposal costs and proposed budgets. These forecast costs and proposed budget are incorporated into the LTFP or will be incorporated into the LTFP once completed.

The AMP has a maximum life of four years and is due for complete revision and updating within two years of each Local Government election.

Performance Measures

The effectiveness of this AMP can be measured in the following ways:

Forecast costs identified in this AMP are incorporated into the LTFP;

Short-term detailed works programs, budgets, business plans and corporate structures take into account the 'global' works program trends provided by the AMP; and

The Asset Renewal Funding Ratio achieving the Organisational Target (between 90% and 110%).

References

- IPWEA, 2006, 'International Infrastructure Management Manual', Institute of Public Works Engineering Australasia, Sydney, www.ipwea.org/IIMM;
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- IPWEA, 2012 LTFP Practice Note 6 PN Long-Term Financial Plan, Institute of Public Works Engineering Australasia, Sydney;
- ISO, 2018, ISO 31000:2018, Risk management – Guidelines;
- *CityPlan 2030: Shaping Our Future*;
- Long-term Financial Plan;
- Annual Business Plan;
- City-wide Floodplain Mapping and Long-term Drainage Program;
- Asset Management Policy; and
- City of Norwood Payneham & St Peters Community Survey Report.

Appendices

Appendix A. Acquisition Forecast	41
Appendix B. Operational Maintenance Forecast	42
Appendix C. Renewal Forecast Summary	43
Appendix D. Disposal Summary	44

Appendix A

Acquisition Forecast

A.1 – Acquisition Forecast Assumptions and Source

The scheduling of identified acquisition projects is guided by Council's City-wide Floodplain Mapping and Long-term Drainage Program.

A.2 – Acquisition Forecast Summary

Year	Acquisition (AMP) (\$)	Acquisition (LTFP) (\$)
2024–2025	8,472,308	0
2025–2026	0	0
2026–2027	0	0
2027–2028	0	0
2028–2029	0	0
2029–2030	0	0
2030–2031	0	0
2031–2032	0	0
2032–2033	0	0
2033–2034	0	0

Appendix B

Operational Maintenance Forecast

B.1 – Operational Maintenance Forecast Assumptions and Source

The operational maintenance forecast has been based on previous expenditure for the same service levels.

B.2 – Operational Maintenance Forecast Summary

Year	Operational Maintenance (AMP) (\$)	Operational Maintenance (LTFP) (\$)
2024–2025	228,553	228,553
2025–2026	243,315	235,410
2026–2027	250,377	242,472
2027–2028	257,651	249,746
2028–2029	265,143	257,238
2029–2030	272,861	264,956
2030–2031	280,809	272,904
2031–2032	288,996	281,091
2032–2033	297,429	289,524
2033–2034	306,115	298,210

Appendix C

Renewal Forecast Summary

C.1 – Renewal Forecast Assumptions and Source

The scheduling of identified renewal proposals is guided by Council's City-wide Floodplain Mapping and Long-term Drainage Program.

C.2 – Renewal Forecast Summary

Year	Renewal (AMP) (\$)	Renewal (LTFP) (\$)
2024–2025	3,136,151	11,608,459
2025–2026	987,500	2,092,868
2026–2027	2,537,500	2,200,283
2027–2028	2,287,500	2,275,367
2028–2029	3,037,500	2,352,495
2029–2030	3,327,500	2,438,181
2030–2031	2,832,500	2,509,098
2031–2032	2,087,500	2,581,247
2032–2033	2,552,500	2,652,322
2033–2034	2,105,000	2,725,512

Appendix D

Disposal Summary

D.1 – Disposal Forecast Assumptions and Source

No disposals have been forecast over the AMP period.

D.2 – Disposal Forecast Summary

Year	Disposal (AMP) (\$)	Disposal (LTFP) (\$)
2024–2025	0	0
2025–2026	0	0
2026–2027	0	0
2027–2028	0	0
2028–2029	0	0
2029–2030	0	0
2030–2031	0	0
2031–2032	0	0
2032–2033	0	0
2033–2034	0	0

Further Information

For information on the Council's *Asset Management Plan: Stormwater Management Infrastructure 2025–2034*, please visit www.npsp.sa.gov.au or phone 8366 4555.

You can also visit the Council's Customer Service Centre at the Norwood Town Hall, 175 The Parade, Norwood.

Additional Copies

The *Asset Management Plan: Stormwater Management Infrastructure 2025–2034* can be viewed online at www.npsp.sa.gov.au

Additional copies may also be obtained by:

- visiting Norwood Town Hall
- visiting any of the Council's Libraries
- emailing townhall@npsp.sa.gov.au
- contacting the Council on 8366 4555
- writing to the Council at PO Box 204, Kent Town SA 5074

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City of
**Norwood
Payneham
& St Peters**

Section 2 – Corporate & Finance
Reports

11.4 MONTHLY FINANCIAL REPORT – SEPTEMBER 2024

REPORT AUTHOR: Senior Finance Business Partner
GENERAL MANAGER: Chief Financial Officer
CONTACT NUMBER: 8366 4548
FILE REFERENCE:
ATTACHMENTS: Nil

PURPOSE OF REPORT

The purpose of this report is to provide the Council with information regarding its financial performance for the period ended September 2024.

BACKGROUND

Section 59 of the *Local Government Act 1999* (the Act), requires the Council to keep its resource allocation, expenditure and activities and the efficiency and effectiveness of its service delivery, under review. To assist the Council in complying with these legislative requirements and the principles of good corporate financial governance, the Council is provided with monthly financial reports detailing its financial performance compared to its Budget.

RELEVANT STRATEGIC DIRECTIONS AND POLICIES

Not Applicable.

FINANCIAL AND BUDGET IMPLICATIONS

Financial sustainability is as an ongoing high priority for the Council. The Adopted Budget forecast an Operating Surplus of \$229,418 for the 2024-2025 Financial Year Following the First Budget Review, where Council approved the carry forward of Operating projects from the previous financial year 2023-2024 of \$610,747, Council is projecting an Operating Deficit of \$381,329.

DISCUSSION

For the period ended September 2024, the Council's financial performance remained stable, with a year-to-date Operating Surplus of \$2,036,216 against a year-to-date Budgeted Operating Surplus of \$227,520 resulting in a favourable variance of \$1,808,696. There are number of variances in certain income and expense categories that are impacting upon the overall performance of the Council and they are set out in Table 1 below.

TABLE 1: OVERVIEW OF FINANCIAL PERFORMANCE

Financial Performance for the period ended 30 September 2024					
LYTD Actual		YTD Actual	YTD Revised Budget	Var	Var %
\$'000		\$'000	\$'000	\$'000	
	Revenue				
10,927	Rates Revenue	11,842	11,821	21	0%
569	Statutory Charges	712	633	79	12%
914	User Charges	935	936	(0)	(0%)
761	Grants, Subsidies and Contributions	1,765	468	1,297	277%
24	Investment Income	5	19	(14)	(73%)
3	Reimbursements	37	-	37	-
119	Other	155	125	30	24%
13,317	Total Revenue	15,451	14,001	1,450	10%
	Expenses				
4,513	Employee Expenses	4,346	4,706	360	8%
3,295	Contracted Services	3,567	3,308	(260)	(8%)
441	Government Levies	458	461	3	1%
211	Parts, Accessories and Consumables	274	285	11	4%
136	Utilities	333	264	(69)	(26%)
246	Insurance	251	245	(6)	(2%)
160	Subscriptions, Memberships & Licences	187	184	(4)	(2%)
186	Legal Expenses	88	46	(42)	(91%)
302	Other Expenses	341	413	72	17%
3,115	Depreciation, amortisation & impairment	3,270	3,270	-	-
134	Finance Costs	301	594	293	49%
76	Net Loss - Joint Ventures & Associates	-	-	-	
12,814	Total Expenses	13,415	13,774	359	3%
503	Operating Surplus/(Deficit)	2,036	229	1,808	791%

Variations - Income

Statutory Fees & Charges:

The increase in revenue from statutory Fees & Charges is primarily due to higher than budget Planning Consent fees as a result of the higher numbers and values of Development Applications being submitted in the first quarter of the 2024-2025 Financial Year.

Grants:

Increase in Grant income in comparison to Adopted Budget is predominantly due to the delay in receiving the advancement of the *Financials Assistance Grant for 2024-2025 from the Federal Government*, which was expected to be received in June 2024.

Investment Income:

Decrease in Investment Income is primarily due to the lower interest being earned on the Council's cash deposits with the Local Government Financial Authority of South Australia.

Reimbursements:

There is an increase in reimbursement income mainly relating to insurance claims, which is offset against the unplanned repair costs incurred by the Council reported as part of Expenses.

Other Income:

There is an increase in Other Income mainly due to insurance rebates which are higher than forecast.

Variances - Expenses

Employee Costs:

In the first quarter of the year, there is an underspend against budget of \$360,411 due to vacant positions. While some of these roles are temporarily covered by contract staff, several positions are currently in the recruitment process.

Contracted Services:

The negative variance of \$259,923, is mainly due to an overspend in Infrastructure Maintenance (kerb, footways surface, traffic signs etc.) and Street Trees Contracted services. This is offset by a reduction in staff wages and salaries.

Utilities:

The unfavourable variance of \$69,323 is related to the SA Water charges for median and grass maintenance relating to May and June 2024 that was invoiced to Council in July 2024.

Legal Fees:

An unfavourable variance of \$41,773 in the Legal Fees.

Other Expenses:

A favourable variance of \$71,656, mainly due to timing of actual expenditure and budget. This gap is expected to close at end of Financial Year as spending is ramped up to align with budgeted expenditure.

Finance Expenses:

Finance costs are lower than Budget by \$292,918 as a result of lower than expected borrowings due to a deferment in payments for major projects from the 2023-2024 Financial Year. The payment schedule for major projects will be re-assessed as part of the Second Budget Review.

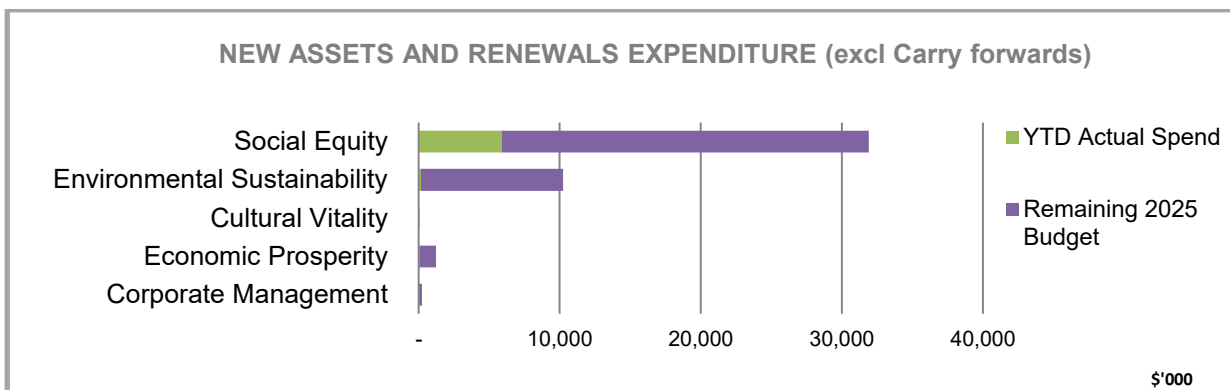
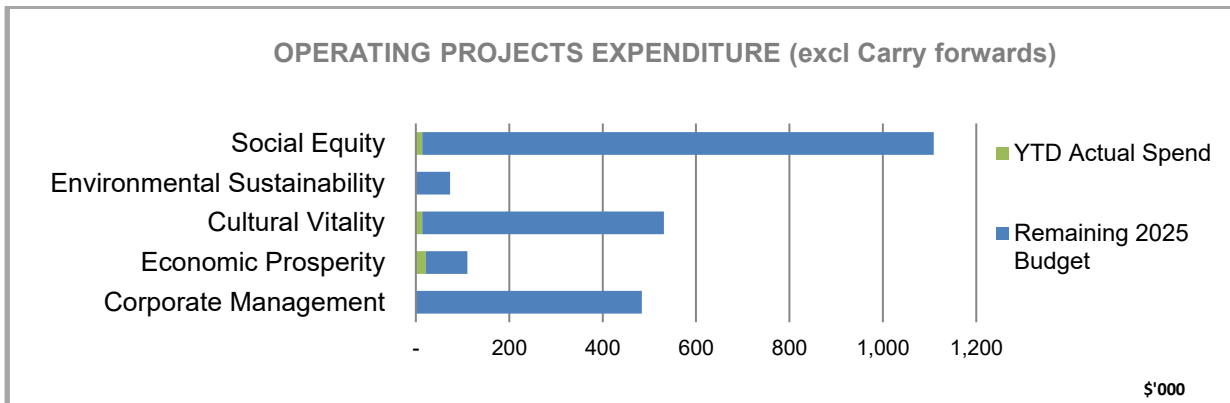
PROJECTS OVERVIEW

The Council's financial performance has been based not only on recurring expenses but also on the progress of Operating and Capital projects. Table 2 below provides an overview of both Operating and Capital Projects, Carried Forward Projects from the previous budget year and new Projects that were initiated as part of the 2024-2025 Adopted Budget. At the start of this financial year, significant focus has been placed on completing Carried Forward Projects from the previous budget year.

TABLE 2: PROJECT EXPENDITURE SUMMARY FOR PERIOD ENDED 30 SEPTEMBER 2024

	YTD Actual Spend	YTD Budget	Variance	Remaining 2025 Budget
	\$'000	\$'000	\$'000	\$'000
OPERATING PROJECTS EXPENDITURE (excl. Carry Forwards)				
Corporate Management	-	15	15	484
Economic Prosperity	21	19	(2)	89
Cultural Vitality	14	22	8	517
Environmental Sustainability	1	5	4	72
Social Equity	14	-	(14)	1,095
Net Cost of Operating Projects	49	60	11	2,258

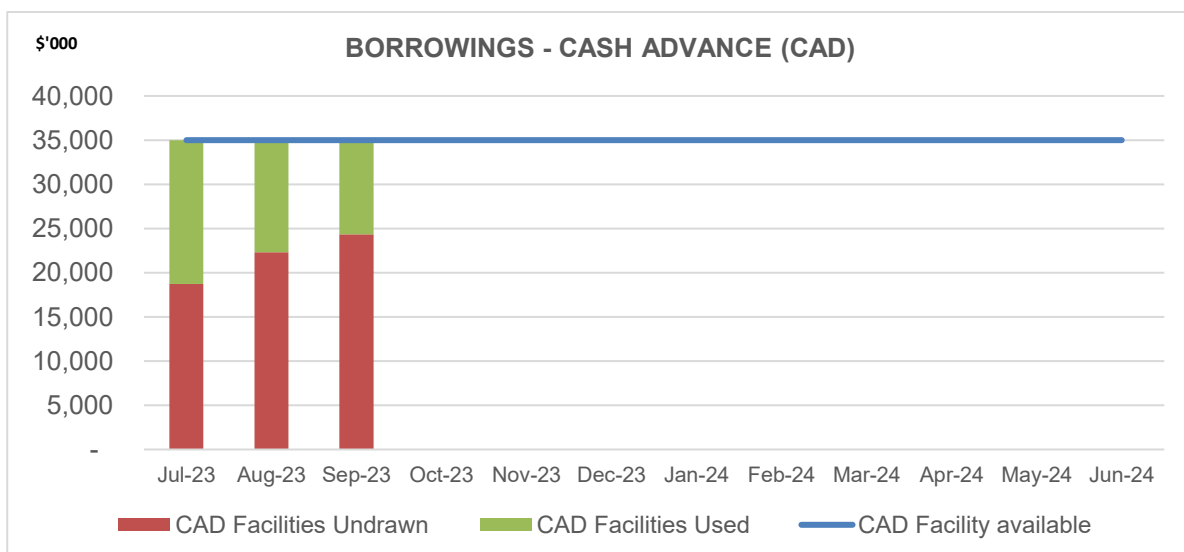
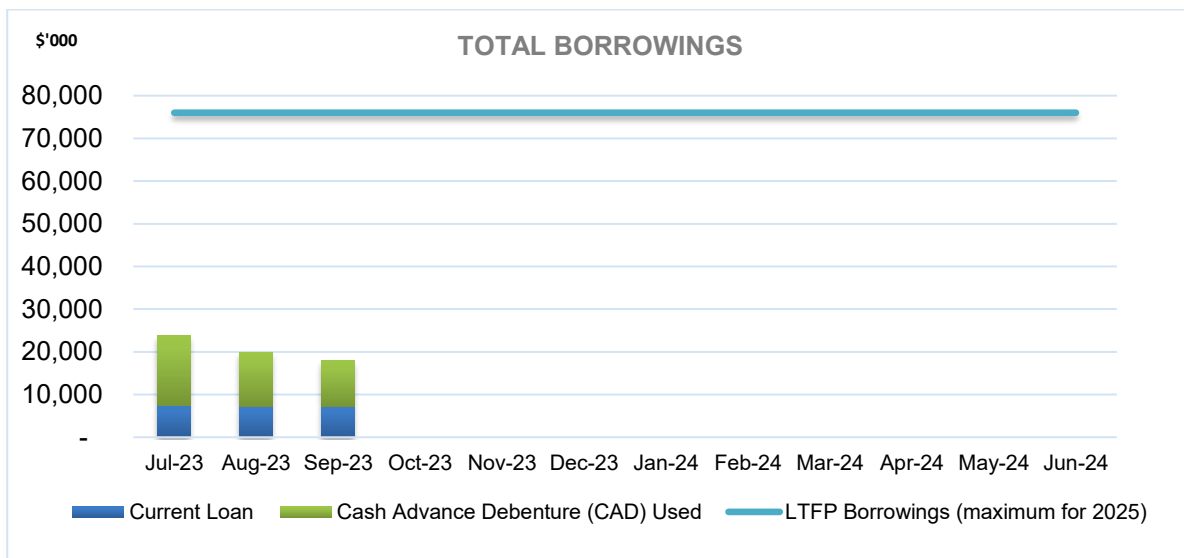
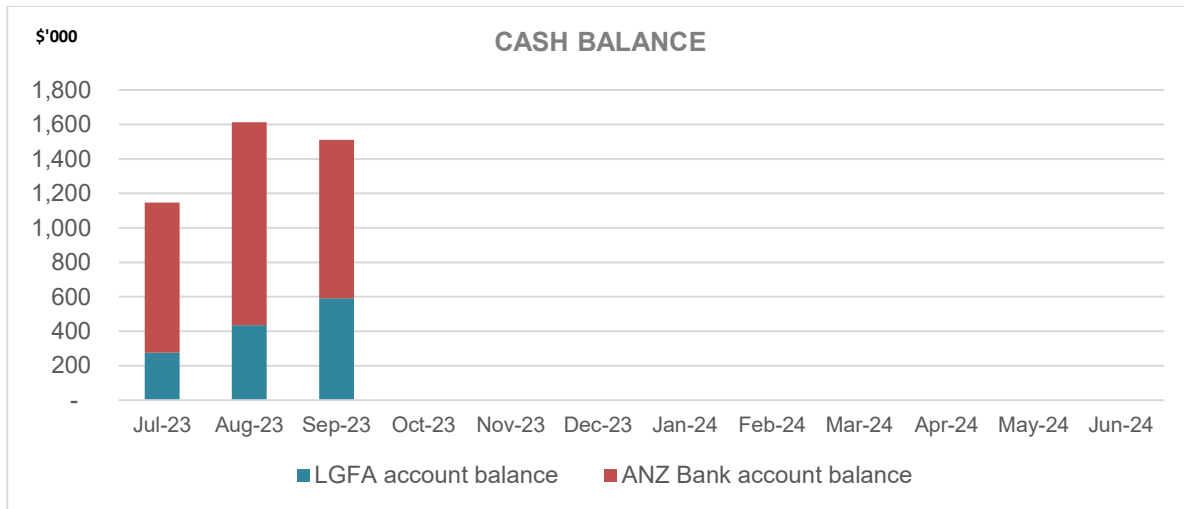
OPERATING PROJECTS EXPENDITURE (excl. Carry Forwards)				
Corporate Management	2	-	(2)	177
Economic Prosperity	44	-	(44)	1,195
Cultural Vitality	-	-	-	55
Environmental Sustainability	160	2,864	2,704	10,089
Social Equity	5,909	11,172	5,264	26,012
Net Cost of Capital Projects	6,115	14,036	7,922	37,528



STATEMENT OF FINANCIAL POSITION

Statement of Financial Position as at 30 September 2024				
	30 June 2024	30 September 2024	Movement	
	Draft	Actual		
	\$'000	\$'000	\$'000	%
ASSETS				
Current Assets				
Bank and Cash	997	1,532	(535)	-54%
Accounts receivables	4,106	5,496	(1,390)	-34%
Less : Provision for Bad Debts	(386)	(385)	(1)	0%
Total Current Assets	4,717	6,644	(1,926)	-41%
Non-current Assets				
Financial Assets	111	-	111	100%
Investments in Joint Ventures	3,175	2,239	936	29%
Infrastructure, Property, Plant and Equipment	645,596	648,441	(2,845)	0%
Other Non-current Assets	8,873	8,873	(0)	0%
Total Non-current Assets	657,755	659,554	(1,799)	0%
Total Assets	662,472	666,197	(3,725)	-1%
LIABILITIES				
Current Liabilities				
Trade and Other Payables	8,828	13,702	(4,873)	-55%
Borrowings	1,136	10,869	(9,733)	-857%
Provisions	3,624	3,442	181	5%
Total Current Liabilities	13,588	28,013	(14,425)	-106%
Non-current Liabilities				
Borrowings	19,020	7,274	11,746	62%
Provisions	460	460	(0)	0%
Investments in Joint Ventures	970	(20)	990	102%
Total Non-current Liabilities	20,450	7,713	12,736	62%
Total Liabilities	34,038	35,726	(1,689)	-5%
NET ASSETS	628,434	630,471	(2,036)	0%
EQUITY				
Accumulated Surplus	66,480	66,480	(0)	
Profit/(Loss) for the year-to-date	-	2,036	(2,036)	
Asset Revaluation Reserves	561,954	561,954	(0)	
TOTAL EQUITY	628,434	630,471	(2,036)	0%

TREASURY



CONCLUSION

Not Applicable.

COMMENTS

Nil

RECOMMENDATION

That the September 2024 Monthly Financial Report be received and noted.

11.5 PAYMENT OF COUNCIL RATES – PROVISION OF DIRECT DEBIT SERVICES

REPORT AUTHOR: Chief Financial Officer
GENERAL MANAGER: Chief Executive Officer
CONTACT NUMBER: 8366 4548
FILE REFERENCE:
ATTACHMENTS: A

PURPOSE OF REPORT

The purpose of this report is to present information to the Council regarding an additional option that staff have investigated for the payment of Council rates, for the Council 's consideration and endorsement.

BACKGROUND

The Council provides a number of options for citizens to use when paying their Council rates, including paying in person, online, credit card over the telephone, BPAY and through agencies such as Australia Post.

Notwithstanding this, over the last few years a number of citizens have requested the option of paying their rates via direct debit.

A recent review of the various options which the Council has in place for the payment of Council rates, has been undertaken to consider whether the option of providing direct debit payment options for citizens is viable. As part of this process, it has been highlighted that a large volume of payments are currently received through high-cost channels, such as BPAY and Australia Post, which incur significant fees for each transaction.

With cost-of-living pressures increasing, it is important that the Council investigates and where possible provides a range of cost-effective options for citizens to meet and stay on-top of their rates payments.

On this basis, the Council should, if possible and practical provide a direct debit payment option for citizens.

Payble Pty Ltd (*Payble*) provides a solution that offers flexible payment options such as direct debit payments and "bill smoothing" which, at the same time, has the potential to also provide operational efficiencies for the Council.

RELEVANT STRATEGIC DIRECTIONS & POLICIES

The payment of Council Rates and options to assist citizens to manage their financial obligations in terms of the payment of Council Rates, are set out in various Council policies, including the followings:

- *Rating Policy;*
- *Receivables and Debt Recovery Policy;* and
- *Financial Hardship Policy.*

FINANCIAL AND BUDGET IMPLICATIONS

The Council has not allocated funding for a new payment option (ie direct debit), as part of the 2024-2025 Budget.

The cost to implement *Payble* is \$49,900 per annum.

However, through the implementation of *Payable* it is anticipated that by the second year, cost savings will be achieved through a reduction in transaction fees, printing and postal costs, as ratepayers select to pay via the direct debit option.

It is estimated that based on approximately 17% of rates payments being made through the digital direct debit option, savings of approximately \$38,000 by the end of Year 1 will be achieved, with a further increase in the following years based on an estimate of the number of citizens (up to 26%), who choose to use the direct debit system.

EXTERNAL ECONOMIC IMPLICATIONS

Not Applicable.

SOCIAL ISSUES

The implementation of a direct debit payment option can assist those citizens who are experiencing financial hardship and also those citizens who just want to manage their household budgets more effectively. In addition, proactive repayment options at a manageable rate will assist those citizens to manage any outstanding debts and prevent further accumulation of debt.

CULTURAL ISSUES

Not Applicable.

ENVIRONMENTAL ISSUES

The implementation of *Payble* includes electronic (SMS and email) notifications, which in turn will reduce paper billing and the carbon footprint associated with traditional mail services.

RESOURCE ISSUES

The implementation of *Payble*, will reduce the time spent on manual processing tasks, such as payment arrangements and handling customer enquiries. These resource savings, estimated at 1,000–1,200 hours per year, will enable staff to focus on higher-value tasks like managing complex issues.

RISK MANAGEMENT

Implementing *Payable* presents minimal risk due to the software's proven track record with other Councils across Australia and its seamless integration with existing Council systems (the system integrates directly to Council's Authority system).

Whilst there is a risk that the use of the system will be slow initially, promotion of the service and support for citizens during the transition will be undertaken. The Council's existing payment options will still be available and therefore those ratepayers who do not wish to pay by direct debit can continue with their preferred payment method.

CONSULTATION

- **Elected Members**
Not Applicable.
- **Community**
Not Applicable.
- **Staff**
Chief Executive Officer
Responsible Officers
General Managers
- **Other Agencies**
Not Applicable.

DISCUSSION

Payble Pty Ltd is a local Australian company, pioneering the first payment experience platform for Local Government. The company works exclusively to assist Councils to optimise their payment experiences to reduce costs, improve efficiencies and community satisfaction. *Payble* is also Civica's (Authority), exclusive partner for payment optimisation technology. Authority is used by this Council.

Payble offers a robust, cost-effective solution that addresses multiple challenges facing Councils today, from reducing arrears to improving payment flexibility for residents.

The benefits are both operational – saving time and reducing transaction costs – and community-oriented, with a strong emphasis on supporting households facing financial stress or those who simply want to manage their payments. The system is designed to integrate smoothly with existing infrastructure, ensuring a low-risk implementation.

The *Payble* system includes a comprehensive suite of capabilities designed to streamline payment processes for Councils. Key features include flexible payment plans (including credit/debit card direct debit), automated SMS (text messages), email reminders and notifications messages (all of which can be 'turned on' or 'turned off' to suit each individual) and self-service options for citizens to manage their accounts when they need to.

Payble provides additional payment options to citizens (ie citizens can choose to pay their rates fortnightly, monthly, or quarterly without incurring late payment interest or fines), with reduced transaction costs for the Council.

The payment options can be managed via a mobile telephone as demonstrated in **Attachment A**.

These options reduce the need for staff and citizens to complete written requests in relation to financial hardship and payment arrangements – citizens select their preferred payment option.

In the event that a citizen defaults on a direct debit payment, the process of rate arrears and debt recovery remains the same as other payments methods, in accordance with the Council's *Receivables & Debt Recovery Policy* and *Financial Hardship Policy*.

The system also integrates seamlessly with Civica Authority and supports real-time data synchronisation with banking systems.

In addition, over 7,000 Council rate-related enquiries are made annually, many of which could be automated or handled through self-service payment systems.

Payble is used by a number of Councils interstate and more recently in South Australia, including the Campbelltown City Council, Port Pirie Regional Council and the City of West Torrens.

The City of West Torrens introduced the system in 2022 and have advised that Council staff are impressed with the system, they have estimated an annual saving of 2700 hours in terms of staff time and that more than 1000 citizens using the system have provided positive feedback to the City of West Torrens regarding the system.

OPTIONS

The Council can determine not to implement a direct debit payment option for citizens and can continue to provide the payment methods currently available to citizens.

This option however is not recommended as the ability to make payments via a direct debit system is now provided by a number of organisations, including Councils, as an effective payment option that meets the needs of their clients and customers.

The Council must be cognisant of the costs of living pressures facing many households in the community and in doing so, if possible and practical, provide options to meet the needs of those citizens.

CONCLUSION

Investment in a direct debit payment system represents a forward-thinking approach to improve Council services, support the community and achieve cost savings. With a positive Return on Investment (ROI) expected by Year two (2) following implementation, this solution presents minimal risk and substantial long-term benefits for both the Council and the community.

COMMENTS

The shift towards digital and automated services is well underway in most industries and Councils are no exception. Implementing this solution will modernise the Council's interactions with residents, providing a smoother, more responsive experience that is aligned with contemporary service expectations.

RECOMMENDATION

1. That the Council endorses the implementation of a direct debit payment option for the payment of Council Rates by citizens.
2. That the Council allocates \$49,900 as part of the 2024-2025 Budget for the implementation of *Payble* to provide for the direct debit payment option to the community and the 2024-2025 Budget be amended accordingly.

Attachments – Item 11.5

Attachment A

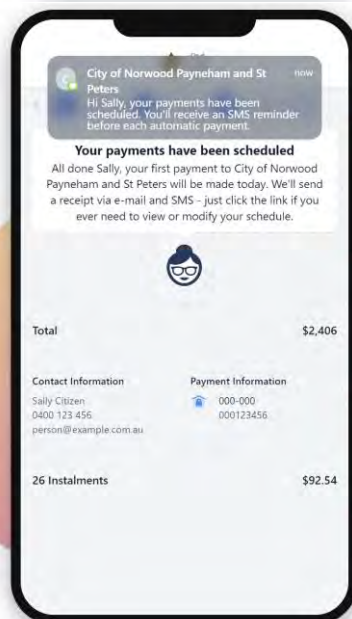
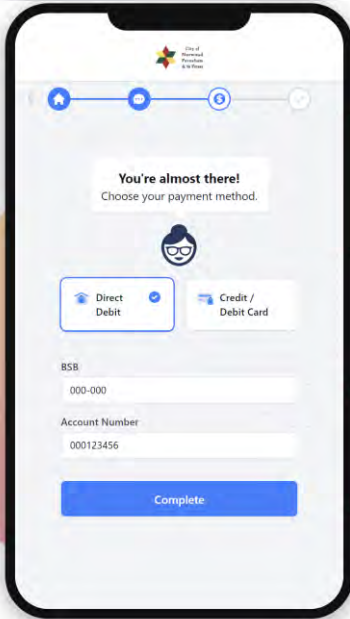
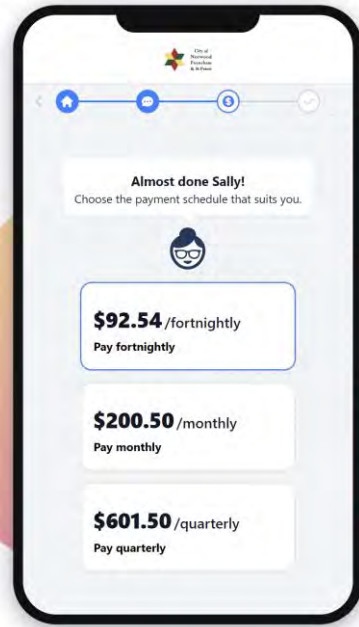
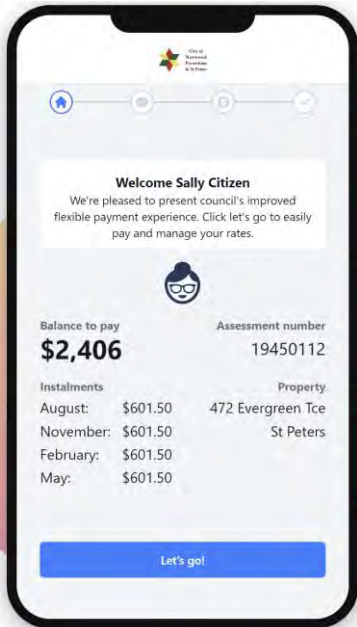
**Payment of Council Rates
Provision of Direct Debit Services**



Payment Options Set Up

Example Payment Process

Scan QR code to see a demo on your own device:



Feedback from the existent User

Community feedback provided to City of West Torrens regarding Payble

Ratepayer feedback provided to council regarding their new payment experience:

- "Fantastic, so super easy and intuitive, and now my council rates are off my mental load altogether! Thank you so much."
- "Thank you for providing this option to spread my rates payments more evenly across the year."
- "Have been suggesting direct debit for many years. It is just so much more convenient and puts an end to 'Bill Shock'. We pay nearly all of our bills using direct debit. Thank you."
- "Fantastic idea, so easy and love that there's no bill shock!"
- "Brilliant service, especially as we're behind paying our rates. Dealing with this so quickly with limited embarrassment is amazing."
- "It makes paying bills a lot easier. Also gives peace of mind and no late fees."
- "So quick and easy with the QR code thanks!"
- "I have paid so many overdue payments due to bills being sent out so early I forget about them. I have been waiting for this service and am so glad it's finally here."
- "So easy to use and set up. We kept missing the original invoices as they were hitting an email address not checked regularly. Then we would get late notice in the post - at least now it will be paid on time."
- "Really liked how easy the service was to use and appreciate the ability to make a payment arrangement."

Average satisfaction score across 1000 ratepayer respondents: 94%

Section 3 – Governance & General Reports

11.6 BUILDING FIRE SAFETY COMMITTEE - ANNUAL REVIEW

REPORT AUTHOR: Manager, Development & Regulatory Services
GENERAL MANAGER: General Manager, Urban Planning & Environment
CONTACT NUMBER: 8366 4567
FILE REFERENCE: qA1795
ATTACHMENTS: Nil

PURPOSE OF REPORT

The purpose of this report is to provide for the Council's information, the outcomes of the operations of the Building Fire Safety Committee, for the period September 2023 to September 2024.

BACKGROUND

Local Government plays an important role in protecting the ongoing safety of building occupiers and users, through the provisions of the *Planning, Development and Infrastructure Act 2016*.

Section 157 of the *Planning, Development and Infrastructure Act 2016*, specifically places obligations upon an "Appropriate Authority" in relation to building fire safety. Specifically, it provides powers for "Authorised Officers" to investigate whether or not building owners are maintaining proper levels of fire safety in their buildings for the protection of all occupiers, whether the occupiers are residents or workers who use the buildings regularly, or clients and visitors who use the buildings occasionally.

For the purposes of Section 157 of the *Planning, Development and Infrastructure Act 2016* ('the Act'), an *Appropriate Authority* is a body established by a Council, or by two (2) or more Councils and designated by the Council or Councils, as an *Appropriate Authority*. In the case of the City of Norwood Payneham & St Peters, the Council has established the *Building Fire Safety Committee* as the *Appropriate Authority*.

If a building is not considered to be adequate from a building fire safety perspective, Section 157 of the Act, provides powers for the *Building Fire Safety Committee* to require remedial action to rectify any problems associated with the building.

In respect to this Council's Building Fire Safety Committee, at its meeting held on 4 September 2023, the Council resolved the following:

1. *That the report on the activity of the Council's Building Fire Safety Committee during the period commencing September 2022 and ending September 2023, be received and noted.*
2. *That the following persons be appointed to the City of Norwood Payneham & St Peters Building Fire Safety Committee for a period from March 2024 to March 2027:*
 - *Mr Troy Olds as a Presiding member of the Committee and a person with expertise in fire safety;*
 - *Mr Demetrius Poupoulas as a member of the Committee;*
 - *A primary person nominated by the Chief Officer (CO) of the SAMFS;*
 - *An alternate person (proxy) nominated by the Chief Officer (CO) of SAMFS; and*
 - *Mr Mario Hlavati as a person with qualifications in Building Surveying.*
2. *That Clauses 2.2 and 2.3 in the Committee's Terms of Reference be updated to reflect the new term of appointment for the existing Committee Members, in accordance with part 2 of this recommendation.*

This report sets out the outcomes of the Committee's operations during the period September 2023 to September 2024, in accordance with the Committee's current Terms of Reference.

RELEVANT POLICIES & STRATEGIC DIRECTIONS

The *Building Fire Safety Committee* is required to be established by legislation. The following goals contained in *City Plan 2030*, have been identified as relevant to the appointment and operation of the Council's *Building Fire Safety Committee*:

Outcome 2: Cultural Vitality

A culturally rich and diverse city, with a strong identity, history and sense of place.

Objective 2.4 Pleasant, well designed and sustainable urban environments.

The *Building Fire Safety Committee* is responsible for ensuring that building occupants are adequately protected against fire. The inclusion of appropriate fire evacuation paths and firefighting equipment is an important consideration in the design and maintenance of buildings throughout the City.

FINANCIAL AND BUDGET IMPLICATIONS

The *Building Fire Safety Committee* has no specific budget allocation. Funds required to deal with enforcement matters are drawn from General Planning and Building Legal and Contractor Budgets (as required). Costs associated with the engagement of External Independent Members of the Committee, namely Mr Troy Olds and Mr Demetrius Poupoulas, are also allocated from General Planning and Building Legal and Contractor Budgets.

The approximate annual cost of investigating building fire safety matters, taking into account the professional fees which are paid to Mr Olds and Mr Poupoulas, ranges between \$5000 - \$10,000.

If enforcement action is required (due to non-compliance by a building owner) legal costs can escalate as required to satisfactorily resolve the matter.

EXTERNAL ECONOMIC IMPLICATIONS

Not Applicable.

SOCIAL ISSUES

A properly constituted and functioning *Building Fire Safety Committee* will result in increased awareness of building fire safety issues and obligations amongst the community and will maximise the prospect of safe buildings.

The community expects standards in respect to building fire safety to be achieved and maintained.

CULTURAL ISSUES

Not Applicable.

ENVIRONMENTAL ISSUES

Not Applicable.

RESOURCE ISSUES

Presently, the Committee meets on a quarterly basis (i.e. four (4) times per year) in accordance with the Terms of Reference (noting additional meetings can be called as required). It should also be noted that whilst the Committee meets quarterly, the Members can deal with matters between meetings, in respect to either inspecting or discussing 'at risk' premises where issues have arisen or to deal with matters which required an immediate response from the Committee.

All of the administrative tasks including drafting of correspondence and notices are undertaken in-house by the Senior Development Officer, Building and distributed to the Committee Members electronically for review. It is estimated that the Council's Senior Development Officer, Building contributes approximately twenty-five (25) hours per month to facilitate the operation and administration of the Committee, including inspections and follow up actions arising from Committee meetings and managing incoming and outgoing correspondence with stakeholders.

RISK MANAGEMENT

The establishment and operation of the Council's *Building Fire Safety Committee* is necessary and required to ensure that the Council fulfils its statutory obligations under the *Planning, Development and Infrastructure Act 2016*, with respect to building fire safety. A properly functioning Committee is necessary to enable the Council to undertake the roles and fulfil the responsibilities of an '*Appropriate Authority*', pursuant to Section 157 of the respective Act.

As Elected Members may recall, the *Building Fire Safety Committee* has developed a risk assessment process which is intended to identify and select buildings of interest, based on risk assessment criteria contained in the Risk Assessment Process, which forms part of the Committee's Terms of Reference. The Risk Assessment Process specifies which buildings are of the highest risk, based on building classification, size and use.

The application of a Risk Assessment Process is important to ensure that the Council's *Building Fire Safety Committee* performs its duties under the *Planning, Development and Infrastructure Act 2016*, by prioritising matters based on an assessment of relative risk, rather than via random selection of buildings to review without defined reasoning for its investigations or prioritisation.

The Risk Assessment Process contained within the Terms of Reference, was endorsed by the Council at its meeting held on 18 January 2021.

CONSULTATION

- **Elected Members**
The Council considered and endorsed the current Terms of Reference at its meeting held 18 January 2021 (with updates endorsed on 4 September 2023), and receives annual reports on the operation of the *Building fire Safety Committee*.
- **Community**
Not Applicable
- **Staff**
Senior Development Officer, Building
- **Other Agencies**
Not Applicable

DISCUSSION

Objects and Role of the Committee

The Committee essentially has an administrative function, established as a requirement pursuant to the *Planning, Development and Infrastructure Act 2016*, to administer building fire safety and acts as a compliance body in terms of enforcing the building fire safety provisions of the *Act*.

The focus of the Council's *Building Fire Safety Committee* is to ensure that buildings and its occupants within the city are adequately protected against fire. The Committee's activities are prioritised to ensure that firstly, there is a reasonable standard of safety for the occupiers of buildings. Secondly, the Committee seeks to ensure that appropriate controls are in place so that there is a minimal spread of fire and smoke within buildings. Thirdly, the Committee seeks to ensure that there is an acceptable fire-fighting environment and infrastructure provided within buildings.

The Committee applies a Risk Assessment Process (included in Terms of Reference) to identify the types of buildings that require inspections in order of priority. The Risk Assessment Process specifies which buildings are of the highest risk, based on building classification, size and use having regard to industry best practice, the Building Code of Australia (BCA) and the experience of the Committee Members in dealing with building fire safety issues.

Review of the Committee’s Activities for the period September 2023 to September 2024

In accordance with Part 3.10 of the Terms of Reference, an outline of the Committee’s activities is provided in this report.

The Council’s *Building Fire Safety Committee* met on four (4) occasions between September 2023 and September 2024. All Members attended all meetings of the Committee.

During the reporting period, twelve (12) buildings were subjected to fire safety investigations within the City, some carried over from the previous reporting period and some newly added for investigation. Of these, one (1) fire safety matter was resolved and two (2) buildings are currently subject to an Aluminium Composite Panel Cladding audit. In total, five (5) inspections were undertaken by the Committee for the period of September 2023 and September 2024.

Table 1 below contains specific details on the number of inspections undertaken of each building type during the reporting period. It must be noted, that some buildings required more than one inspection during the reporting period but they have not been reported separately.

TABLE 1: TYPES OF BUILDINGS INSPECTED DURING 2023-2024

Building Type	Number of Inspections September 2023 – September 2024
Supported Residential Facilities	0
Accommodation Buildings	3
Office Buildings	0
Hotels	0
Assembly Buildings	0
Other	2
TOTAL	5

A summary of the key statistics of the operation of the Building Fire Safety Committee during the period commencing September 2023 to September 2024, is set out below:

- the Committee has met on four (4) occasions;
- currently there are eleven (11) outstanding matters on the Committee’s Agenda, including Aluminium Composite Panel Cladding (ACP) audit matters;
- there has been one (1) matter resolved in this reporting period;
- there were eight (8) outstanding matters in the previous reporting period; and
- there are two (2) buildings currently under investigation as a result of State wide Aluminium Composite Panel Cladding Audit.

Building inspections during the reporting period, focussed primarily on the environment (nature of the building use, floor layout, number of occupants, number of and distance to exits, etc.) and equipment provided within the buildings to facilitate the safe evacuation of occupants in the event of an emergency. Aspects such as fire and smoke compartmentalisation, exit provisions, smoke detection and alarm systems, emergency lighting and sprinkler protection systems were reviewed.

Currently, the Committee is dealing with fire safety matters associated with seven (7) accommodation/residential buildings, one (1) entertainment/restaurant building and three (3) warehouse buildings. One (1) building fire safety matter was resolved during the reporting period, without the need to pursue legal action. One (1) Fire Safety Defect Notice was issued in this reporting period under Section 157 of the *Planning, Development and Infrastructure Act 2016*. With respect to two (2) buildings containing Aluminium Composite Panel Cladding (ACP), the Committee is awaiting a report from a fire engineer to enable it to consider the fire safety standard of acceptability for one building, and another building is pending confirmation of the replacement of aluminium composite cladding.

A brief summary of the outstanding compliance matters currently being investigated by the Committee, is set out below:

- three (3) storey residential/commercial building requiring replacement of existing aluminium composite cladding;
- two (2) storey accommodation building requiring alarm monitoring and fire separation in the roof space;
- four (4) storey residential building requiring maintenance of fire safety provisions and evidence of fire separation;
- two (2) warehouses awaiting a report from a fire engineer in response to fire notice;
- residential apartment complex pending inspection by the Committee due to a report from SAMFS;
- a multi-storey apartment complex having ACP cladding continuous in a vertical plane;
- entertainment venue requiring a review of egress door hardware and exit and emergency lighting;
- retirement complex requiring evidence of maintenance of essential safety provisions and separation within the roof space;
- four (4) storey residential unit complex requiring extensive fire safety upgrades; and
- warehouse building requiring an additional smoke detection system near the boundary.

The legislative requirement that allows a person two (2) months within which to provide a written response to the Committee regarding any Compliance Notices which are issued by the Committee, often makes it difficult to resolve issues within a short timeframe. Despite this limitation, the Committee continues to progress all enforcement matters with reasonable expediency and effectiveness.

In accordance with the 'Audit Methodology' contained within the current Terms of Reference, the Council's *Building Fire Safety Committee*, with the assistance and advice of qualified Council Staff, is required to undertake an annual audit of buildings by systematically auditing one (1) suburb per annum. All buildings within that suburb which are identified as warranting investigation due to potential fire safety deficiencies, are required to be listed and investigated by the Committee following the audit. The investigations are required to be prioritised in accordance with risk analysis and identification as determined during the audit. However, this standard process was not followed in the 2023-24 reporting period due primarily to a number of buildings being reported to the Committee by the SAMFS. The buildings reported by the SAMFS required investigation and elevated the level of importance, such that they overrode Council's normal risk identification process.

Other Activities

Other than the responsibilities set out in Section 157 of the Act, the Committee has also been responsible for the recent audit of the buildings which contain a designated building product known as ACP (Aluminium Composite Panel). The audit, as initiated by the former State Government Department of Planning, Transport & Infrastructure ("DPTI"), (now PlanSA), has been primarily undertaken by the Senior Development Officer, Building and presented to the Committee for actioning.

The respective owners of all buildings which have been the subject of the Aluminium Composite Panel Cladding Audit, have received written correspondence and been advised of the audit and its outcomes. To date, the Committee is liaising with PlanSA regarding the progress of the audit and its outcomes. Two (2) matters arising from the audit and random investigations are ongoing.

OPTIONS

This report is provided for information purposes only.

CONCLUSION

The Committee has been very efficient and effective in diligently actioning a range of on-going and complex enforcement matters. The effectiveness of the Committee's activities is reinforced by the results which have been achieved within this reporting period, being the completion of one (1) matter.

A methodical risk-assessment based approach has been applied by the Committee for several years and this has ensured that building fire safety risks have been afforded an appropriate level of attention. Whilst such risks cannot be entirely mitigated, the Committee's role and function is crucial in ensuring that buildings with vulnerable occupants are adequately protected against fire.

RECOMMENDATION

That the report on the activity of the Council's *Building Fire Safety Committee* during the period commencing September 2023 and ending September 2024, be received and noted.

11.7 EASTERN HEALTH AUTHORITY - LEASE AGREEMENT

REPORT AUTHOR: General Manager, Governance & Civic Affairs
GENERAL MANAGER: Chief Executive Officer
CONTACT NUMBER: 8366 4549
FILE REFERENCE:
ATTACHMENTS: A

PURPOSE OF REPORT

The purpose of this report is to present for the Council's consideration a request that has been received from the Eastern Health Authority, for the Council to reconsider its position regarding the term of the new lease for the tenancy at the St Peters Town Hall Complex.

BACKGROUND

At its meeting held on 2 September 2024, the Council considered the draft lease between the Council and the Eastern Health Authority (EHA), for the premises located at the St Peters Town Hall Complex. The draft lease was for a further period of twenty (10 + 10) years.

Following consideration of the matter, the Council resolved the following:

That Council approves a Lease to Eastern Health Authority for the offices that they currently occupy for five (5) years (all other terms of the Lease to remain the same), noting that it is committed to Eastern Health Authority using the facilities into the future but seeks greater flexibility in the ongoing management of its community land.

Following the Council Meeting, EHA were subsequently advised of the Council's decision as set out above.

On 25 October 2024, a letter was sent to the Council from the Chief Executive Officer, EHA requesting that the Council reconsider its position regarding the term of the new lease.

A copy of the letter dated 25 October 2024 is contained within **Attachment A**.

RELEVANT STRATEGIC DIRECTIONS & POLICIES

Not Applicable.

FINANCIAL AND BUDGET IMPLICATIONS

The draft Lease provides for a rental of \$124,150 per annum plus GST and outgoings. This is a commercial rental reflective of the market rental value of the premises. The rent is to be increased by CPI annually and to market rental value upon renewal.

EXTERNAL ECONOMIC IMPLICATIONS

Not Applicable.

SOCIAL ISSUES

Not Applicable.

CULTURAL ISSUES

Not Applicable.

ENVIRONMENTAL ISSUES

Not Applicable.

RESOURCE ISSUES

Not Applicable.

RISK MANAGEMENT

Not Applicable.

CONSULTATION

- **Elected Members**
Crs Whittington and Moorhouse are the Council's appointees on the Board of EHA.
- **Community**
Not Applicable.
- **Staff**
Not Applicable.
- **Other Agencies**
Not Applicable.

DISCUSSION

In accordance with its Charter, EHA is a Regional Subsidiary that has been established for the purpose of providing public and environmental health services primarily to and within the areas of the Constituent Councils and has been a tenant of the St Peters Town Hall since 9 February 1998.

The previous Lease between the Council and EHA for the tenancy located at Unit 3 in St Peters Town Hall Complex was for ten (10) years commencing on 1 June 2012, with a right of renewal for a further ten (10) years.

As set out in the letter dated 25 October 2024, the Chief Executive Officer of EHA has requested that the Council reconsider its position in respect to the term of the new lease and offer the lease to EHA for a term of twenty (10 + 10) years.

In the event the Council did determine to reconsider its position as requested by EHA it is important to note that the Council can only do so via a Motion with Notice in accordance with the *Local Government (Procedures at Meetings) Regulations 2013*.

This means that a Motion with Notice to amend the Council's previous decision would need to be received seven (7) clear days prior to the next Council Meeting which is scheduled to be held on Monday, 2 December 2024.

The Motion with Notice would need to be received by Sunday 24 November 2024.

OPTIONS

Not Applicable.

The Council has resolved to enter into a new lease with EHA for the premises located at the St Peters Town Hall Complex for a five (5) year term (with no provision for an automatic renewal for a further period).

CONCLUSION

Whilst the Council can reconsider its position regarding the term of the lease as requested by EHA, it can only do so via the process as set out in this report.

As a Regional Subsidiary, EHA provides services to its Constituent Councils, which includes the City of Norwood Payneham & St Peters. In addition to being an organisation that is 'part-owned' by this Council, EHA is also a long-term tenant that is seeking to maintain a Lease which provides stability to EHA and a revenue stream for the Council.

The St Peters Town Hall Complex is essentially a "community hub" that comprises the St Peters Library, the Banquet Hall, 3D Radio and EHA. These uses are all compatible and have over a long period, worked well together.

COMMENTS

Nil.

RECOMMENDATION

That the report be received and noted.

Attachments – Item 11.7

Attachment A

Eastern Health Authority Lease Agreement





101 Payneham Road,
St Peters SA 5069

PO Box 275
Stepney SA 5069

T 8132 3600 / F 8132 3623
eha@eha.sa.gov.au

www.eha.sa.gov.au
ABN 52 535 526 438

Ref: D24/13906

25 October 2024

Mr Mario Barone
Chief Executive Officer
City of Norwood Payneham & St Peters
175 The Parade
Norwood SA 5067

Dear Mario

RE: Lease Agreement for occupation at St Peters Town Hall Complex

Eastern Health Authority (EHA) was recently informed that the lease agreement for Eastern Health Authority's (EHA) tenancy of Unit 3 of the St Peters Town Hall Complex was considered by your Council.

EHA had requested a ten-year lease with a right of renewal for a further 10 years. The Council however, approved a five-year lease, noting that it is committed to EHA using the facilities into the future but seeks greater flexibility in the ongoing management of its community land. EHA, who have been a tenant at the St Peters Library complex for more than 22 years find this decision to be concerning and unexpected.

In 2012, when the St Peters Town Hall Complex was redeveloped, EHA expended considerable funds to fit-out the offices it now resides in within the complex. Negotiations with the council at that time resulted in a 10-year lease being granted with a right of renewal for a further 10 years. On this basis, the depreciation of the costs associated with the development of the EHA office space was based on a 20-year period. Due to administrative oversight, EHA was not offered the 10-year renewal, which was the original intent between the parties. This was extremely disappointing, however EHA were led to believe that this would be resolved by the issue of a new lease to cover the original commitment and provide for a further right of renewal.

EHA is a regional subsidiary established under the Local Government Act 1999 with the core purpose of "providing public and environmental health services to its Constituent Councils". Guided by the functions and powers outlined in the EHA Charter, EHA provides centralised service delivery and operates as the "combined environmental health department" of each Council in the region.

The important services EHA provides are undertaken to fulfill our constituent council's legislative obligations under the various legislations that we operate under. We see ourselves as a part of each of our constituent councils and do not believe that we should be equated to outside organisations that use community land.

The location at St Peters is central to the region we serve which assists in operational efficiencies for the services we provide to our Constituent Councils. Our popular immunisation services run its main clinic from the St Peters complex and its central location has seen the service become valued by the community, servicing 57% of all people attending EHA's public immunisation clinics.

EHA is well established as part of the St Peters Town Hall Complex and its location is well-known and provides accessible services to the citizens of the Constituent Councils.

We respectfully request that the Council consider the information contained within this correspondence, reconsider their decision, and provide EHA with a 10-year lease with a 10-year right of renewal.

If you would like to discuss any issue in relation this matter further, please contact me on telephone 8132 3611.

Yours sincerely



Michael Livori
Chief Executive Officer

11.8 NOMINATIONS TO EXTERNAL BODIES – DOG AND CAT MANAGEMENT BOARD AND LOCAL GOVERNMENT TRANSPORT ADVISORY PANEL

REPORT AUTHOR: Governance Officer
GENERAL MANAGER: General Manager, Governance & Civic Affairs
CONTACT NUMBER: 8366 4533
FILE REFERENCE: qA2219
ATTACHMENTS: A - B

PURPOSE OF REPORT

The purpose of this report is to advise the Council of the invitation from the Local Government Association of South Australia (LGA), for nominations for appointment to the following bodies:

1. Dog and Cat Management Board; and
2. Local Government Transport Advisory Panel.

Details relating to these appointments are set out below.

Dog and Cat Management Board

The Local Government Association of South Australia (LGA), is inviting nominations for appointment for two (2) Local Government representatives on the Dog and Cat Management Board (the Board).

The Dog and Cat Management Board is a Statutory Authority that is governed by the *Dog and Cat Management Act 1995* (the Act). The Board works closely with key organisations and the State Government, to improve dog and cat management in South Australia.

Appointments are for a three (3) year term, commencing 1 February 2025 until 31 January 2028.

The Board regularly meets at metropolitan and regional Council offices on the third Tuesday every month, excluding January.

The sitting fee for Board members is currently \$206 per meeting.

Members of the Board are required to have the following attributes:

- practical knowledge of and experience in, Local Government, including Local Government processes, community consultation and the legislation as it applies to Local Government;
- experience in the administration of legislation;
- experience in financial management; and
- experience in education and training.

A copy of the Dog and Cat Management Board Selection Criteria and Nomination Form is contained within **Attachment A**.

All nominees must complete the LGA Nomination Form and provide a current CV and respond to the selection criteria.

Applications close on 29 November 2024.

Local Government Transport Advisory Panel

Following the resignation of Mr Chris Dunn from the City of Port Adelaide Enfield, the Local Government Association of South Australia (LGA), is inviting nominations for appointment to the Local Government Transport Advisory Panel (the Panel) for the remainder of the current term, until 1 August 2026.

The Panel oversees the governance and operations of the Special Local Roads Program which has been in place in South Australia since 1985.

The objectives of the Special Local Roads Program are to:

- prioritise the construction and maintenance of strategic and significant local roads whose benefits exceed the boundary of the council and its community;
- support the delivery of local roads in an orderly and coordinated manner through evidence-based decisions that draw upon the best available State, Regional and Local plans; and
- demonstrate accountability and transparency in the administration of the program.

The Panel's role is to consider applications for Special Local Roads Program funding and make recommendations to the LGA Board of Directors, which are then forwarded to the South Australian Local Government Grants Commission and relevant State and Federal Ministers for approval.

The current members of the Panel are:

- Mayor Leon Stephens, Port Pirie Regional Council, (a member of the LGA Board);
- Mr Richard Dodson, CEO, Light Regional Council, (Regional Council Representative);
- Mr Peter Tsokas, CEO, City of Unley, (Greater Adelaide Council Representative);
- Ms Bridget Mather, CEO, Coorong District Council, (Regional Council Representative);
- Ms Sarah Wozniak, Senior Policy Officer, (as delegate of the LGA);
- Mr Peter Ilee, (as nominee of the Minister for Local Government); and
- Mr Russel Troup, (as nominee of the Minister for Infrastructure and Transport).

Nominees are required to have relevant qualifications, experience and/or knowledge in the following:

- Local Government knowledge and experience;
- infrastructure, planning and delivery and grant management;
- sound project management, financial management and governance skills;
- local, regional and state transport planning; and
- evaluation of grant applications, including analysis of information of a technical and financial nature.

The Panel meets at least three (3) times a year, at Local Government House, 148 Frome Street Adelaide.

Applications close on 15 November 2024.

A copy of the Selection Criteria and Nomination Form is contained within **Attachment B**

The Local Government Transport Advisory Panel is a committee of the LGA, and whilst nominations are not required to be endorsed by the Council, it is this Council's practise to endorse any nomination (i.e. Elected Member or staff nominations), for appointment to external committees.

RELEVANT POLICIES & STRATEGIC DIRECTIONS

Not Applicable.

RECOMMENDATION 1 – DOG AND CAT MANAGEMENT BOARD

1. The Council notes the report and declines the invitation to submit a nomination to the Local Government Association for the Dog and Cat Management Board.

or

2. The Council nominates _____ to the Local Government Association for the Dog and Cat Management Board.

RECOMMENDATION 2 – LOCAL GOVERNMENT TRANSPORT ADVISORY PANEL

1. The Council notes the report and declines the invitation to submit a nomination to the Local Government Association for the Local Government Transport Advisory Panel.

or

2. The Council nominates _____ to the Local Government Association for the Local Government Transport Advisory Panel.

Attachments – Item 11.8

Attachment A

Nominations to External Bodies



Dog and Cat Management Board — Call for Nominations

Governing Statute (if applicable)	Section 12(1)(a) Dog and Cat Management Act
Purpose/Objective	Public face for the management of companion dogs and cats in South Australia and provides policy leadership to councils. The Board also plays a key role as an advocate and intermediary, working with vets, breeders and pedigree organisations, animal rescue and shelter organisations and assistance dog organisations to ensure South Australia's dog and cat laws meet the objects of the Dog and Cat Management Act.
Administrative Details	11 meetings per year with a fee of \$206 per session
Selection Criteria (to be addressed by applicant)	<ul style="list-style-type: none"> • practical knowledge of and experience in local government, including local government processes, community consultation and the law as it applies to local government • experience in the administration of legislation • experience in financial management • experience in education and training.
Class A Primary Nomination	<i>In accordance with the LGA Appointments and Nominations to Outside Bodies Policy, selection for appointment or nomination to this Outside Body may include the conduct of interviews and checking of referees by the LGA. By applying, the applicant accepts that the LGA may request an interview and/or the details of referees</i>
Liability and indemnity cover	<i>The LGA requires that persons appointed to Outside Bodies be appropriately insured throughout the period of their appointment and seeks to collect details of the insurances provided by the Outside Body on an annual basis.</i>

For more information contact: LGA Nominations Coordinator at nominationscoordinator@lga.sa.gov.au or 8224 2000

Dog and Cat Management Board — Nomination Form

Instructions

This form:

- Must be submitted by a council
- Must be emailed in PDF format to nominationscoordinator@lga.sa.gov.au
- Receipt of nomination will be acknowledged by return email
- CV and response to selection criteria (if applicable) may be emailed separately by the nominee and will be treated confidentially

This nomination form fulfils the requirements of the LGAs Appointments and Nominations to Outside Bodies Policy, [available here](#).

SECTION 1 to be completed by Council, SECTION 2 to be completed by Nominee.

Please refer to the *Call for Nominations* information sheet (PART A) for details of the Outside Body and the selection criteria to be met by the nominee.

SECTION 1: COUNCIL to complete

Dog and Cat Management Board	
Council Details	
Name of Council submitting the nomination	
Contact details of council officer submitting this form	Name:
	Position:
	Email:
	Phone:
Council meeting date and minute reference	
Nominee Full Name	
elected member <input type="checkbox"/> OR employee of council <input type="checkbox"/> OR employee of local government entity <input type="checkbox"/>	
<i>Note: by submitting this nomination council is recommending the nominee is suitable for the role.</i>	

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SECTION 2: NOMINEE to complete

Dog and Cat Management Board			
Nominee Details			
* Denotes a Mandatory Field. The information in this form is provided by the LGA to the relevant Minister/State Government Authority for the purposes of actioning an appointment to an outside body. Successful Nominees may be contacted directly by the relevant body using the information provided in this form.			
First Name:*		Gender	
Middle Name:*			
Surname:*			
Home / Personal Postal Address:*			
Phone:		Mobile:	
Personal Email:			
Why are you interested in this role?			
CV	attached <input type="checkbox"/> OR forwarding separately <input type="checkbox"/>		
Response to selection criteria (if applicable) <i>Please refer to the Call for Nominations information sheet for the selection criteria to be addressed.</i>	<i>Nominee to provide response to selection criteria (of no more than 2 pages) for consideration by the LGA Board of Directors.</i> attached <input type="checkbox"/> OR forwarding separately <input type="checkbox"/>		
Do you agree for your details to be retained on the LGA Nominees Database for a period of 12 months in order to be considered for other vacancies on Outside Bodies?			
Yes <input type="checkbox"/> OR No <input type="checkbox"/>			
If Yes, please list any fields of interest or Outside Bodies of interest:			
<ul style="list-style-type: none"> • • • 			
Undertaking:			
<i>The LGA Board resolved in January 2015 to ensure that appointees to external Boards and Committees remain current local government members or officers. If you leave local government for any reason during the term of your appointment, are you prepared to resign your appointment if requested to do so by the LGA?</i>			
Yes <input type="checkbox"/> No <input type="checkbox"/>			
Signature of Nominee: _____			

Attachment B

Nominations to External Bodies



LGA Local Government Transport Advisory Panel – Call for Nominations

Purpose/Objective	<p>"The LGTAP oversees the governance and operations of the Special Local Roads Program (SLRP), a program that has been in place in South Australia since 1985. Since its inception, it has supported South Australian councils to construct and maintain significant and strategic local roads that otherwise would exceed an individual council's capacity. Its existence is built on the premise that the local government sector as a whole benefits from councils pooling a portion of their road funding. The LGTAP's role is to consider applications for SLRP funding and make recommendations to the LGA Board of Directors, which flow to the South Australian Local Government Grants Commission and relevant State and Federal ministers for approval. A link to the LGTAP's Terms of Reference (ToR) is available here.</p>
Administrative Details	<p>The successful candidate must attend at least 3 meetings per year, generally at a location to be determined by the Chair. In accordance with LGTAP's ToR, there is no remuneration for LGTAP members.</p>
Selection Criteria (to be addressed by the applicant)	<p>Eligible nominees should have appropriate qualifications, experience and/or knowledge in:</p> <ul style="list-style-type: none"> • Infrastructure, planning and delivery, and grant management • Sound project management, financial management and governance skills • Local, regional and state transport planning • Evaluation of grant applications, including analysis of information of a technical and financial nature. <p>You must be a current employee of a South Australian council.</p>
Liability and indemnity cover	<p>The LGA requires that persons appointed to Outside Bodies be appropriately insured throughout the period of their appointment and seeks to collect details of the insurances provided by the Outside Body on an annual basis.</p>

For more information contact: LGA Nominations Coordinator at nominationscoordinator@lga.sa.gov.au or 8224 2130

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LGA Appointments and Nominations to Outside Bodies

PART B

Local Government Transport Advisory Panel — Nomination Form

Instructions

This form:

- May be submitted by a CEO
- Must be emailed in PDF format to nominationscoordinator@lga.sa.gov.au
- Receipt of nomination will be acknowledged by return email
- CV and response to selection criteria (if applicable) may be emailed separately by the nominee and will be treated confidentially

This nomination form fulfils the requirements of the LGAs Appointments to LGA-related Entities Policy, available [here](#) [embed 710986 in word form].

SECTION 1 to be completed by Council, SECTION 2 to be completed by Nominee.

Please refer to the *Call for Nominations* information sheet (PART A) for details and the selection criteria to be met by the nominee.

SECTION 1: COUNCIL to complete

Local Government Transport Advisory Panel		
Council Details		
Name of Council submitting the nomination		
Contact details of council officer submitting this form	Name:	
	Position:	
	Email:	
	Phone:	
CEO endorsement required		
Nominee Full Name		
elected member <input type="checkbox"/> OR employee of council <input type="checkbox"/> OR employee of local government entity <input type="checkbox"/>		
<i>Note: by submitting this nomination council is recommending the nominee is suitable for the role.</i>		

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SECTION 2: NOMINEE to complete

Local Government Transport Advisory Panel			
Nominee Details			
* Denotes a Mandatory Field. The information in this form is provided by the LGA to the relevant Minister/State Government Authority for the purposes of actioning an appointment to an outside body. Successful Nominees may be contacted directly by the relevant body using the information provided in this form.			
First Name:*		Gender	
Middle Name:*			
Surname:*			
Home / Personal Postal Address:*			
Phone:		Mobile:	
Personal Email:			
Why are you interested in this role?			
CV	attached <input type="checkbox"/> OR forwarding separately <input type="checkbox"/>		
Response to selection criteria (if applicable) <i>Please refer to the Call for Nominations information sheet for the selection criteria to be addressed.</i>	<i>Nominee to provide response to selection criteria (of no more than 2 pages) for consideration by the LGA Board of Directors.</i> attached <input type="checkbox"/> OR forwarding separately <input type="checkbox"/>		
Do you agree for your details to be retained on the LGA Nominees Database for a period of 12 months in order to be considered for other vacancies on Outside Bodies?			
Yes <input type="checkbox"/> OR No <input type="checkbox"/>			
If Yes, please list any fields of interest or Outside Bodies of interest:			
<ul style="list-style-type: none"> • • 			
Undertaking:			
<i>The LGA Board resolved in January 2015 to ensure that appointees to external Boards and Committees remain current local government members or officers. If you leave local government for any reason during the term of your appointment, are you prepared to resign your appointment if requested to do so by the LGA?</i>			
Yes <input type="checkbox"/> No <input type="checkbox"/>			
Signature of Nominee: _____			

11.9 DELEGATIONS UNDER THE PLANNING, DEVELOPMENT AND INFRASTRUCTURE ACT 2016

REPORT AUTHOR: Manager, Governance
GENERAL MANAGER: General Manager, Governance & Civic Affairs
CONTACT NUMBER: 83664593
FILE REFERENCE: qA160647
ATTACHMENTS: A - B

PURPOSE OF REPORT

The purpose of this report is to present the updated delegations that have been made under the *Planning, Development and Infrastructure Act 2016* (the PDI Act) and statutory instruments, to the Council for approval.

BACKGROUND

Under the PDI Act and related statutory instruments (including the Regulations and Practice Directions), there are various functions and powers, which are vested in the Council as a Council, a Designated Authority, a Designated Entity or a Relevant Authority.

The Council has the ability to delegate many of its decision-making powers and functions under various pieces of legislation, including the PDI Act. The primary purpose of delegating powers and functions, is to facilitate an efficient and effective organisation by allowing decisions to be made by the staff who carry out the day-to-day operations and to ensure that decisions are made at the appropriate level.

The current delegations under the PDI Act and related statutory instruments, have been reviewed and are now presented to the Council for consideration and approval.

This report is one in a suite of reports regarding the overall review of the Council's delegations. Lining up these delegations with the other delegations that are made by the Council, is logical from a timing and review perspective and will ensure that any legislative change to the PDI Act since the last review in 2022, is included. This in turn, will assist with ensuring all the sub-delegations are done appropriately based on these delegations.

As Elected Members may recall, the Council determined by resolution, the general delegations at the Council Meeting held on 8 October 2024. In addition, a review of the Council's delegation of powers and functions to the Eastern Health Authority (EHA) was undertaken in April 2024, with no changes recommended. As EHA is a Regional Subsidiary established under Section 43 of the *Local Government Act 1999*, the timing of the review of delegations is coordinated with the other Constituent Councils to support the operations of EHA and are therefore separated from the general delegations.

A separate report to this meeting of the Council presents the *Instrument of Sub-Delegation and authorisations relevant to the Minister for Transport & Infrastructure's Instrument of General Approval and Delegation to the Council (dated 22 August 2013)*.

RELEVANT STRATEGIC DIRECTIONS & POLICIES

Not Applicable.

FINANCIAL AND BUDGET IMPLICATIONS

Not Applicable.

EXTERNAL ECONOMIC IMPLICATIONS

Not Applicable.

SOCIAL ISSUES

Not Applicable.

CULTURAL ISSUES

Not Applicable.

ENVIRONMENTAL ISSUES

Not Applicable.

RESOURCE ISSUES

Not Applicable.

RISK MANAGEMENT

The adoption of an appropriate framework of delegations allows for decision making at appropriate levels within the organisation.

CONSULTATION

- **Elected Members**
Not Applicable.
- **Community**
Not Applicable.
- **Staff**
Consultation has been undertaken with relevant staff regarding the review of delegations that are being made under the PDI Act and further consultation will occur through the sub-delegation process.
- **Other Agencies**
Not Applicable.

DISCUSSION

Section 44(1) of the *Local Government Act 1999* (the Act), enables the delegation by the Council of powers and functions under the Act or any other Act or Regulations. Therefore, in general, if an Act does not contain an express power of the Council to delegate its powers and functions under that Act, then Section 44 of the Act may be used.

For the purposes of the PDI Act and statutory instruments, Section 44 (1) of the Act is used to delegate the powers and function of a Council, a Designated Authority or a Designated Entity. The powers and functions of the Council as Relevant Authority are delegated under Section 100(1) of the PDI Act.

Section 44(4) of the Act, provides that a delegation:

- is subject to conditions and limitations determined by the Council or specified by the Regulations;
- if made to the Chief Executive Officer, authorises the sub-delegation of the delegated power or function unless the Council directs otherwise and if made to anyone else authorises the sub-delegation of the delegated power or function with the approval of the Council; and
- is revocable at will and does not prevent the Council from acting in a matter.

Section 100(2) of the PDI Act provides that a delegation by the Council as a Relevant Authority:

- may be made subject to conditions or limitations specified in the Instrument of delegation; and
- if the Instrument of delegation so provides, may be further delegated by the delegate; and
- is revocable at will and does not derogate from the power of the relevant authority to act in any matter.

For a delegation to be granted under a statutory power of delegation, the Council must pass a resolution:

- identifying the delegate;
- identifying the powers and functions which are delegated; and
- specifying any conditions or limitations on the delegation.

The recommendation and Instruments attached have been prepared to ensure the Council appropriately delegates the powers and functions under the PDI Act.

Instrument A, the *Instrument of Delegation under the PDI Act, Regulations, Planning & Design Code and Practice Directions of Powers of the Council as a Council, a Designated Authority and a Designated Entity* is contained within **Attachment A**.

Instrument B – the *Instrument of Delegation under the PDI Act, Regulations, Planning & Design Code and Practice Directions of Powers of the Council as a Relevant Authority* is contained within **Attachment B**.

OPTIONS

Delegations are an essential component in the operations of any organisation and an important governance requirement. Without appropriate delegations, matters requiring decision under the PDI Act would need to be referred to the Council for decision and the task of running the Council's operation efficiently and effectively would be made unnecessarily more difficult, complex, unwieldy and unsustainable.

It is recommended that the Council delegates the powers and functions under the PDI Act and statutory instruments to the Chief Executive Officer to ensure that decisions under the PDI Act continue to be lawful.

The respective powers and functions may be sub-delegated by the Chief Executive Officer under Sections 44 and 101 of the Act or under Section 100(2)(c) of the PDI Act.

CONCLUSION

The Council's delegation of powers and functions under the PDI Act, Regulations and Practice Directions is sought to ensure the Council complies with the PDI Act Objects and Functions.

COMMENTS

Nil.

RECOMMENDATION

1. That the previous delegation of powers and functions of the Council as a Council, Designated Authority, a Designated Entity or a Relevant Authority under the *Planning, Development and Infrastructure Act 2016*, be revoked effective from midnight 30 November 2024.
2. In exercise of the power contained in Section 44 of the *Local Government Act 1999* the powers and functions under the *Planning, Development and Infrastructure Act 2016* and statutory instruments made thereunder contained in the proposed *Instrument of Delegation under the PDI Act, Regulations, Planning & Design Code and Practice Directions of Powers of the Council as a Council, a Designated Authority and a Designated Entity* provided as Attachment A, are hereby delegated to the person occupying or acting in the office of Chief Executive Officer of the Council effective from 1 December 2024 and subject to the conditions and/or limitations, if any, specified herein or in the Schedule of Conditions in the proposed Instrument of Delegation.
3. The Council notes that such powers and functions may be further delegated by the Chief Executive Officer in accordance with Sections 44 and 101 of the *Local Government Act 1999* as the Chief Executive Officer sees fit, unless otherwise indicated herein or in the Schedule of Conditions contained in the proposed Instrument of Delegation.

4. In exercise of the power contained in Section 100 of the *Planning, Development and Infrastructure Act 2016* the powers and functions under the *Planning, Development and Infrastructure Act 2016* and statutory instruments made thereunder contained in the proposed *Instrument of Delegation under the PDI Act, Regulations, Planning & Design Code and Practice Directions of Powers of the Council as a Relevant Authority* provided as Attachment B, are hereby delegated to the person occupying or acting in the office of Chief Executive Officer of the Council effective from 1 December 2024 and subject to the conditions and/or limitations, if any, specified herein or in the Schedule of Conditions in the proposed Instrument of Delegation.
5. The Council notes that such powers and functions may be further delegated by the Chief Executive Officer in accordance with Section 100(2)(c) of the *Planning, Development and Infrastructure Act 2016* as the Chief Executive Officer sees fit, unless otherwise indicated herein or in the Schedule of Conditions contained in the proposed Instrument of Delegation.

Attachments – Item 11.9

Attachment A

Delegations under the Planning, Development and Infrastructure Act 2016





INSTRUMENT A

INSTRUMENT OF DELEGATION UNDER THE PLANNING, DEVELOPMENT AND INFRASTRUCTURE ACT 2016, REGULATIONS, PLANNING & DESIGN CODE AND PRACTICE DIRECTIONS OF POWERS OF A COUNCIL AS:

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NOTES

1. Conditions or Limitations: conditions or limitations may apply to the delegations contained in this Instrument. Refer to the Schedule of Conditions at the back of this document.
2. Refer to the relevant Council resolution(s) to identify when these delegations were made, reviewed and or amended.

POWERS AND FUNCTIONS DELEGATED IN THIS INSTRUMENT

1.	Planning Regions and Greater Adelaide
1.1	The power pursuant to Section 5(5)(b) of the Planning, Development and Infrastructure Act 2016 (the PDI Act) to make submissions to the Minister on a proposed proclamation under Section 5 of the PDI Act.
2.	Subregions
2.1	The power pursuant to Section 6(3)(b) of the PDI Act to make submissions to the Minister on the Minister's proposed course of action.
3.	Environment and Food Production Areas – Greater Adelaide
3.1	The power pursuant to Section 7(5)(b) of the PDI Act, in relation to a proposed development in an environment and food production area that involves a division of land that would create 1 or more additional allotments to concur in the granting of the development authorisation to the development.
4.	Functions
4.1	The power pursuant to Section 22(4)(a)(i) of the PDI Act to, if an inquiry is conducted by the Commission under Section 22(1)(e) of the PDI Act make submissions or representations.
5.	Planning Agreements
5.1	The power pursuant to Section 35(1)(a) of the PDI Act and subject to Section 35 of the PDI Act to enter into an agreement (a planning agreement) with the Minister relating to a specified area of the State subject to Section 35 of the PDI Act.

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5.2	The power pursuant to Section 35(3) of the PDI Act to, in a planning agreement, include provisions that outline the purposes of the agreement and the outcomes that the agreement is intended to achieve and to provide for:
5.2.1	the setting of objectives, priorities and targets for the area covered by the agreement; and
5.2.2	the constitution of a joint planning board including, in relation to such a board:
5.2.2.1	the membership of the board, being between 3 and 7 members (inclusive); and
5.2.2.2	subject to Section 35(4) of the PDI Act, the criteria for membership; and
5.2.2.3	the procedures to be followed with respect to the appointment of members; and
5.2.2.4	the terms of office of members; and
5.2.2.5	conditions of appointment of members, or the method by which those conditions will be determined, and the grounds on which, and the procedures by which, a member may be removed from office; and
5.2.2.6	the appointment of deputy members; and
5.2.2.7	the procedures of the board; and
5.2.3	the delegation of functions and powers to the joint planning board (including, if appropriate, functions or powers under another Act); and
5.2.4	the staffing and other support issues associated with the operations of the joint planning board; and
5.2.5	financial and resource issues associated with the operations of the joint planning board, including:
5.2.5.1	the formulation and implementation of budgets; and
5.2.5.2	the proportions in which the parties to the agreement will be responsible for costs and other liabilities associated with the activities of the board; and
5.2.6	such other matters as the delegate thinks fit.
5.3	The power pursuant to Section 35(5)(a) of the PDI Act, at the expiry of a planning agreement, to replace it with a new agreement (in the same or different terms).
5.4	The power pursuant to Section 35(5)(b) of the PDI Act, to vary or terminate a planning agreement by agreement between the parties to the agreement.

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6. Appointment of Administrator

- 6.1 The power pursuant to Section 41(2)(a) of the PDI Act to make submissions to the Minister on the Minister appointing an administrator under Section 41 of the PDI Act.

7. Community Engagement Charter

- 7.1 The power pursuant to Section 44(6)(a) of the PDI Act, to make submissions in relation to any proposal to prepare or amend a designated instrument under Part 5 Division 2 Subdivision 5 of the PDI Act that is relevant to the Council (unless the proposal has been initiated by the Council).

- 7.2 The power pursuant to Section 44(9)(b) of the PDI Act to the extent that Section 44(9)(a) of the PDI Act does not apply, have regard to, and seek to achieve, any principles or performance outcomes that apply in a relevant case.

- 7.3 The power pursuant to Section 44(10) of the PDI Act to:

7.3.1 seek the approval of the Commission to adopt an alternative way to achieving compliance with a requirement of the charter; and

7.3.2 with the approval of the Commission, adopt an alternative way to achieving compliance with a requirement of the charter.

8. Preparation and Amendment of Charter

- 8.1 The power pursuant to Section 45(2)(c) of the PDI Act to make representations (including in writing or via the SA planning portal) on a proposal to prepare or amend the charter.

9. Preparation and Amendment

- 9.1 The power pursuant to Section 73(2)(b)(iv) of the PDI Act to:

9.1.1 seek the approval of the Minister to initiate a proposal to amend a designated instrument; and

9.1.2 initiate a proposal to amend a designated instrument with the approval of the Minister acting on the advice of the Commission.

- 9.2 The power pursuant to Section 73(6) of the PDI Act where the Council is authorised or approved under Section 73 of the PDI Act, after all of the requirements of Section 73 of the PDI Act have been satisfied:

9.2.1 to prepare a draft of the relevant proposal; and

9.2.2 to comply with the Community Engagement Charter for the purposes of consultation in relation to the proposal; and

9.2.3 to the extent that paragraph (b) of Section 73(6) of the PDI Act does not apply, in the case of a proposed amendment to a regional plan that has been prepared by a joint planning board where the amendment is not being

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	proposed by the joint planning board –consult with the joint planning board; and
9.2.4	to the extent that paragraph (b) of Section 73(6) of the PDI Act does not apply, in the case of a proposed amendment to the Planning and Design Code that will have a specific impact on 1 or more particular pieces of land in a particular zone or subzone (rather than more generally) – to take reasonable steps to give:
9.2.4.1	an owner or occupier of the land; and
9.2.4.2	an owner or occupier of each piece of adjacent land, a notice in accordance with the regulations; and
9.2.5	to consult with any person or body specified by the Commission and any other person or body as the delegate thinks fit; and
9.2.6	to carry out such investigations and obtain such information specified by the Commission; and
9.2.7	to comply with any requirement prescribed by the regulations.
9.3	The power pursuant to Section 73(7) of the PDI Act, after complying with Section 73(6) of the PDI Act, to prepare a report in accordance with any practice direction that applies for the purposes of Section 73 of the PDI Act (including information about any change to the original proposal that the delegate considers should be made) and furnish a copy of the report to the Minister.
9.4	The power pursuant to Section 73(8) of the PDI Act, after the Council has furnished a report to the Minister under Section 73(7) of the PDI Act, to ensure that a copy of the report is published on the SA planning portal in accordance with a practice direction that applies for the purposes of Section 73 of the PDI Act.
9.5	The power pursuant to Section 73(9) of the PDI Act to enter into an agreement with a person for the recovery of costs incurred by the Council in relation to an amendment of the Planning and Design Code or a design standard under Section 73 of the PDI Act (subject to the requirement to charge costs under Section 73(4)(b) of the PDI Act (if relevant)).
10.	Parliamentary Scrutiny
10.1	The power pursuant to Section 74(8)(c) of the PDI Act if the ERD Committee is proposing to suggest an amendment under Section 74(4) of the PDI Act and the amendment is specifically relevant to the Council, to provide a comment and response within the period of 2 weeks.
11.	Complying Changes – Planning and Design Code
11.1	The power pursuant to Section 75(1) of the PDI Act to submit to the Minister a proposal to agree to an amendment to the Planning and Design Code under Section 75 of the PDI Act if:

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11.1.1	the amendment comprises a change to:
11.1.1.1	the boundary of a zone or subzone; or
11.1.1.2	the application of an overlay; and
11.1.2	the amendment is consistent with a recommendation in the relevant regional plan that, through the use of:
11.1.2.1	specific maps or other spatial information; and
11.1.2.2	specific information about the changes that are being proposed,
	clearly and specifically identifies (in the opinion of the Minister) the changes that are considered to be appropriate.
11.2	The power pursuant to Section 75(3) of the PDI Act to effect an amendment under Section 75 of the PDI Act by an instrument deposited on the SA Planning database (in accordance with requirements established by the Chief Executive).
12. Entities Constituting Relevant Authorities	
12.1	The power pursuant to Section 82(d) of the PDI Act, subject to the PDI Act, to appoint an assessment panel.
13. Panels Established by Joint Planning Boards or Councils	
13.1	The power pursuant to Section 83(1) of the PDI Act in relation to an assessment panel appointed by the Council under Division 1 of Part 6 of the PDI Act, to:
13.1.1	appoint more than 1 assessment panel and if the delegate does so, to clearly specify which class of development each assessment panel is to assess;
13.1.2	determine:
13.1.2.1	the membership of the assessment panel, being no more than 5 members, only 1 of which may be a member of a Council, and, if the delegate thinks fit, on the basis that the assessment panel will be constituted by a different number of members depending on the particular class of development that is being assessed by the assessment panel; and
13.1.2.2	the procedures to be followed with respect to the appointment of members; and
13.1.2.3	the terms of office of members; and
13.1.2.4	conditions of appointment of members, or the method by which those conditions will be determined, (including as to their remuneration) and the grounds on which, and the procedures by which, a member may be removed from office; and

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13.1.2.5	the appointment of deputy members; and
13.1.2.6	who will act as the presiding member of the panel and the process for appointing an acting presiding member.
13.2	The power pursuant to Section 83(1)(h) of the PDI Act to arrange the staffing and support required for the purposes of the operations of the panel.
13.3	The power pursuant to Section 83(1)(i) of the PDI Act to substitute the existing members of the panel with new members if directed to do so by the Minister acting on recommendation of the Commission under Section 86 of the PDI Act.
13.4	The power pursuant to Section 83(2) of the PDI Act to form the opinion and be satisfied that a person to be appointed as a member of an assessment panel who is a member, or former member, of a Council is appropriately qualified to act as a member of the assessment panel on account of the person's experience in local government.
14. Panels Established by Minister	
14.1	The power pursuant to Section 84(1)(c)(ii)(A) of the PDI Act to request the Minister to constitute a regional assessment panel in relation to the combined areas of the Council and one or more other Councils.
14.2	The power pursuant to Section 84(1)(c)(ii)(B) of the PDI Act to make submissions to the Minister about the constitution of a regional assessment panel in relation to the area of the Council and one or more other Councils (or parts of such areas).
15. Substitution of Local Panels	
15.1	The power pursuant to Section 86(2)(a) of the PDI Act to make submissions to the Commission in relation to an inquiry.
16. Notification of Acting	
16.1	The power pursuant to Section 89(b) of the PDI Act to require an accredited professional to provide such information or documentation as the delegate may require.
17. Relevant Authority - Commission	
17.1	The power pursuant to Section 94(1)(g) of the PDI Act to make a request to the Minister that the Minister declare, by notice served on the proponent, that the Minister desires the Commission to act as the relevant authority in relation to the proposed development.
18. Matters Against which Development Must be Assessed	
18.1	The power pursuant to Section 102(1)(c)(iv) of the PDI Act in relation to a proposed division of land (otherwise than under the Community Titles Act 1996 or the Strata Titles Act 1988) where land is to be vested in the Council, to consent to the vesting.

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18.2	The power pursuant to Section 102(1)(d)(iv) of the PDI Act in relation to a proposed division of land under the Community Titles Act 1996 or the Strata Titles Act 1988 where land is to be vested in the Council, to consent to the vesting.
18.3	The power pursuant to Section 102(11)(b) of the PDI Act to impose a reasonable charge on account of an encroachment over land under the care, control and management of the Council when the relevant development is undertaken.
19. Restricted Development	
19.1	The power pursuant to Section 110(2)(b) of the PDI Act to, in accordance with the regulations and within a period prescribed by the regulations, make representations to the Commission in relation to the granting or refusal of planning consent.
19.2	The power pursuant to Section 110(c)(ii) of the PDI Act to appear personally or by representative before the Commission to be heard in support of the Council's representation.
19.3	The power pursuant to Section 110(7) of the PDI Act to appeal against a decision on a development classified as restricted development.
20. Level of Detail	
20.1	The power pursuant to Section 112(b) of the PDI Act to express views in relation to the level of detail required in relation to an EIS.
21. EIS Process	
21.1	The power pursuant to Section 113(5)(a)(iii) of the PDI Act to comment and report within the time prescribed by the regulations on an EIS referred to the Council by the Minister.
22. Amendment of EIS	
22.1	The power pursuant to Section 114(2)(b) of the PDI Act to make written submissions on the amendment to the Minister.
23. Essential Infrastructure – Alternative Assessment Process	
23.1	The power pursuant to Section 130(6) of the PDI Act to report to the Commission on any matters contained in a notice under Section 130(5) of the PDI Act.
23.2	The power pursuant to Section 130(14) of the PDI Act to, if the Council has, in relation to any matters referred to the Council under Section 130(5) of the PDI Act, expressed opposition to the proposed development in its report under Section 130(6) of the PDI Act, withdraw the Council's opposition.
24. Development Assessment – Crown Development	
24.1	The power pursuant to Section 131(7) of the PDI Act to report to the Commission on any matters contained in a notice under Section 131(6) of the PDI Act.
24.2	The power pursuant to Section 131(15) of the PDI Act to, if the Council has, in relation to any matters referred to the Council under Section 131(6) of the PDI Act

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expressed opposition to the proposed development in its report under Section 131(7) of the PDI Act, withdraw the Council's opposition.

25. Land Division Certificate

25.1 The power pursuant to Section 138(1) of the PDI Act to enter into a binding agreement supported by adequate security and if the regulations so require in a form prescribed by the regulations.

25.2 The power pursuant to Section 138(2) of the PDI Act to furnish the Commission with appropriate information as to compliance with a particular condition and to comply with any requirement prescribed by the regulations.

26. Action if Development Not Completed

26.1 The power pursuant to Section 141(1) of the PDI Act, if:

26.1.1 an approval is granted under the PDI Act; but

26.1.2 -

26.1.2.1 the development to which the approval relates has been commenced but not substantially completed within the period prescribed by the regulations for the lapse of the approval; or

26.1.2.2 in the case of a development that is envisaged to be undertaken in stages - the development is not undertaken or substantially completed in the manner or within the period contemplated by the approval,

to apply to the Court for an order under Section 141 of the PDI Act.

26.1.3 The power pursuant to Section 141(5) of the PDI Act, if the Court makes an order under Section 141(3)(a), (b) or (d) of the PDI Act and a person fails to comply with the order within the period specified by the Court, to cause any work contemplated by the order to be carried out, and to recover the costs of that work, as a debt from the person.

26.1.4 The power pursuant to Section 141(6) of the PDI Act, if an amount is recoverable from a person by the Council under Section 141(5) of the PDI Act:

26.1.4.1 to, by notice in writing to the person, fix a period, being not less than 28 days from the date of the notice, within which the amount must be paid by the person.

27. Completion of Work

27.1 The power pursuant to Section 142(1) of the PDI Act, if:

27.1.1 an approval is granted under the PDI Act; but

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27.1.2	the development to which the approval relates has been substantially but not fully completed within the period prescribed by the regulations for the lapse of the approval,
	to, by notice in writing, require the owner of the relevant land to complete the development within a period specified in the notice.
27.2	The power pursuant to Section 142(2) of the PDI Act, if an owner fails to carry out work as required by a notice under Section 142(1) of the PDI Act, to cause the necessary work to be carried out.
27.3	The power pursuant to Section 142(3) of the PDI Act to recover as a debt due from the owner, the reasonable costs and expenses incurred by the Council (or any person acting on behalf of the Council) under Section 142 of the PDI Act.
27.4	The power pursuant to Section 142(4) of the PDI Act, if an amount is recoverable from a person by the Council under Section 142 of the PDI Act:
27.4.1	to, by notice in writing to the person, fix a period, being not less than 28 days from the date of the notice, within which the amount must be paid by the person.
28. Notification During Building	
28.1	The power pursuant to Section 146(3) of the PDI Act to, subject to Section 146(4) of the PDI Act, direct a person who is carrying out building work to stop building work when a mandatory notification stage has been reached pending an inspection by an authorised officer who holds prescribed qualifications.
29. Classification of Buildings	
29.1	The power pursuant to Section 151(2) of the PDI Act to assign to a building erected in the Council's area a classification that conforms with the regulations.
29.2	The power pursuant to Section 151(3) of the PDI Act, if the Council assigns a classification under Section 151 of the PDI Act, to give notice in writing to the owner of the building to which the classification has been assigned, of the classification assigned to the building.
30. Certificates of Occupancy	
30.1	The power pursuant to Section 152(2) of the PDI Act to issue a certificate of occupancy.
30.2	The power pursuant to Section 152(3)(a) of the PDI Act to require an application for a certificate of occupancy to include any information required by the delegate.
30.3	The power pursuant to Section 152(5) of the PDI Act to consider any report supplied under Section 152(4) of the PDI Act before deciding the application.
30.4	The power pursuant to Section 152(6) of the PDI Act to issue the certificate if the delegate is satisfied (in accordance with procedures set out in the regulations and on the basis of information provided or obtained under Section 152 of the PDI Act) that the relevant building is suitable for occupation and complies with such requirements

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as may be prescribed by the regulations for the purposes of Section 152(6) of the PDI Act.

30.5 The power pursuant to Section 152(10) of the PDI Act, if the Council refuses an application to notify the applicant in writing of:

30.5.1 the refusal; and

30.5.2 the reasons for the refusal; and

30.5.3 the applicant's right of appeal under the PDI Act.

30.6 The power pursuant to Section 152(12) of the PDI Act to issue a certificate of occupancy that applies to the whole or part of a building.

30.7 The power pursuant to Section 152(13) of the PDI Act to, in accordance with the regulations, revoke a certificate of occupancy in prescribed circumstances.

31. Temporary Occupation

31.1 The power pursuant to Section 153(1) of the PDI Act to grant an approval to a person to occupy a building on a temporary basis without a certificate of occupancy.

31.2 The power pursuant to Section 153(2) of the PDI Act to grant an approval under Section 153(1) of the PDI Act on such conditions (if any) as the delegate thinks fit to impose.

31.3 The power pursuant to Section 153(3) of the PDI Act if the Council refuses an application to notify the applicant in writing of:

31.3.1 the refusal; and

31.3.2 the reasons for the refusal; and

31.3.3 the applicant's right of appeal under the PDI Act.

32. Emergency Orders

32.1 The power pursuant to Section 155(5) of the PDI Act, if an owner fails to carry out work as required by an emergency order, to cause the necessary work to be carried out.

32.2 The power pursuant to Section 155(6) of the PDI Act to recover as a debt due from the owner the reasonable costs and expenses incurred by the Council (or any person acting on behalf of the Council) under Section 155 of the PDI Act.

32.3 The power pursuant to Section 155(7) of the PDI Act, if an amount is recoverable from a person by the Council under Section 155 of the PDI Act to, by notice in writing to the person, fix a period, being not less than 28 days from the date of the notice, within which the amount must be paid by the person.

33. Fire Safety

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33.1	The power pursuant to Section 157(16) of the PDI Act to establish a body and designate it as an appropriate authority under Section 157 of the PDI Act.
33.2	The power pursuant to Section 157(17) of the PDI Act to:
33.2.1	appoint to the appropriate authority:
33.2.1.1	a person who holds prescribed qualifications in building surveying; and
33.2.1.2	an authorised officer under Part 3 Division 5 or Section 86 of the Fire and Emergency Services Act 2005 who has been approved by the Chief Officer of the relevant fire authority to participate as a member of the appropriate authority; and
33.2.1.3	a person with expertise in the area of fire safety; and
33.2.1.4	if so determined by the delegate, a person selected by the delegate;
33.2.2	specify a term of office of a member of the appropriate authority (other than a member under Section 157(17)(a)(ii) of the PDI Act;
33.2.3	remove a member of the appropriate authority from office for any reasonable cause;
33.2.4	appoint deputy members;
33.2.5	determine the appropriate authority's procedures (including as to quorum).
34.	Initiation of Scheme
34.1	The power pursuant to Section 163(3)(b) of the PDI Act to request the Minister initiate a proposal to proceed under Section 163 of the PDI Act.
34.2	The power pursuant to Section 163(10) of the PDI Act to make submissions to the Minister in relation to the draft outline.
35.	Initiation of Scheme
35.1	The power pursuant to Section 164(3) of the PDI Act to request the Minister initiate a proposal to proceed under Section 164 of the PDI Act.
35.2	The power pursuant to Section 164(12) of the PDI Act to make submissions to the Minister in relation to the draft outline.
36.	Consideration of Proposed Scheme
36.1	The power pursuant to Section 166(1)(c) of the PDI Act to consult with a scheme coordinator in relation to a scheme in accordance with the Community Engagement Charter.
37.	Adoption of Scheme

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37.1 The power pursuant to Section 167(7) of the PDI Act to make submissions to the Minister in relation to a variation to an outline of a scheme.

38. Funding Arrangements

38.1 The power pursuant to Section 169(2)(b) of the PDI Act in relation to a scheme that provides for the collection of contributions under Subdivision 8 of the PDI Act to apply for any matter to be considered or determined by ESCOSA or some other prescribed person or body as part of a periodic review of the levels and amounts of those contributions.

38.2 The power pursuant to Section 169(9) of the PDI Act to make submissions to the Commission in relation to a funding arrangement that is specifically relevant to the Council.

39. Contributions by Constituent Councils

39.1 The power pursuant to Section 177(4) of the PDI Act to make submissions to the Minister in relation to the Council's share.

39.2 The power pursuant to Section 177(5) of the PDI Act to, at the request of the Minister, supply the Minister with information in the possession of the Council to enable the Minister to determine shares under Sections 177(2) and (3) of the PDI Act.

40. Imposition of Charge by Councils

40.1 The power pursuant to Section 180(7) of the PDI Act, if the Council incurs costs in recovering a charge as a debt, to claim the reimbursement of those costs (insofar as they are reasonable) from the relevant fund established under subdivision 9, Division 1, Part 13 of the PDI Act.

41. Authorised Works

41.1 The power pursuant to Section 187(1) of the PDI Act, subject to Section 187(3) of the PDI Act, to carry out any infrastructure works if the Council is authorised to so do by or under the PDI Act or any other Act.

41.2 The power pursuant to Section 187(5) of the PDI Act, subject to Section 187(6) of the PDI Act, to in relation to a proposal that involves disturbing the surface of a road, or that otherwise relates to a road to:

41.2.1 inform the relevant road maintenance authority of the proposal at least 28 days before the proposed commencement of any work; and

41.2.2 give the relevant road maintenance authority a reasonable opportunity to consult with the Council in relation to the matter; and

41.2.3 ensure that proper consideration is given to the views of the road maintenance authority.

41.3 The power pursuant to Section 187(5)(b) of the PDI Act to make submissions to the designated entity in relation to the matter.

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41.4 The power pursuant to Section 187(6) of the PDI Act, in a case of emergency, to only comply with Section 187(5) of the PDI Act to such extent as is practicable in the circumstances.

42. Entry onto Land

42.1 The power pursuant to Section 188(1) of the PDI Act to authorise a person for the purpose of undertaking any work or activity in connection with the exercise of a power under Division 2 of Part 13 of the PDI Act to:

42.1.1 enter and pass over any land; and

42.1.2 bring onto any land any vehicles, plant or equipment; and

42.1.3 temporarily occupy land; and

42.1.4 do anything else reasonably required in connection with the exercise of the power.

42.2 The power pursuant to Section 188(4) of the PDI Act to pay reasonable compensation on account of any loss or damage caused by the exercise of a power under Section 188(1) of the PDI Act.

43. Acquisition of Land

43.1 The power pursuant to Section 189(1) of the PDI Act, to:

43.1.1 seek the consent of the Minister to acquire land for a purpose associated with infrastructure works under and in accordance with the *Land Acquisition Act 1969*; and

43.1.2 with the consent of the Minister, acquire land for a purpose associated with infrastructure works under and in accordance with the *Land Acquisition Act 1969*.

44. Land Management Agreements

44.1 The power pursuant to Section 192(1) of the PDI Act to enter into an agreement relating to the development, management, preservation or conservation of land with the owner of the land or a designated entity.

44.2 The power pursuant to Section 192(2) of the PDI Act to enter into an agreement relating to the management, preservation or conservation of the land with a greenway authority.

44.3 The power pursuant to Section 192(4) of the PDI Act in considering whether to enter into an agreement under Section 192 of the PDI Act which relates to the development of land and, if such an agreement is to be entered into, in considering the terms of the agreement, to have regard to:

44.3.1 the provisions of the Planning and Design Code and to any relevant development authorisation under the PDI Act; and

INSTRUMENT A**INSTRUMENT OF DELEGATION UNDER THE PLANNING, DEVELOPMENT AND INFRASTRUCTURE ACT 2016, REGULATIONS, PLANNING & DESIGN CODE AND PRACTICE DIRECTIONS OF POWERS OF A COUNCIL AS:**

- A COUNCIL;
- A DESIGNATED AUTHORITY;
- A DESIGNATED ENTITY

44.3.2	the principle that the entering into of an agreement under Section 192 of the PDI Act by the Council should not be used as a substitute to proceeding with an amendment to the Planning and Design Code under the PDI Act.
44.4	The power pursuant to Section 192(5) of the PDI Act to register agreements entered into under Section 192 of the PDI Act in accordance with the regulations.
44.5	The power pursuant to Section 192(8) of the PDI Act to carry out on private land any work for which provision is made by agreement under Section 192 of the PDI Act.
44.6	The power pursuant to Section 192(9) of the PDI Act to include in an agreement under Section 192 of the PDI Act an indemnity from a specified form of liability or right of action, a waiver or exclusion of a specified form of liability or right of action, an acknowledgment of liability, or a disclaimer, on the part of a party to the agreement.
44.7	The power pursuant to Section 192(10) of the PDI Act to express a provision under Section 192(9) of the PDI Act as extending to, or being for the benefit of, a person or body who or which is not a party to the agreement.
44.8	The power pursuant to Section 192(11) of the PDI Act to consent to the owner of land entering into an agreement under Section 192 of the PDI Act where the Council has a legal interest in the land.
44.9	The power pursuant to Section 192(12) of the PDI Act to apply to the Registrar-General, to note the agreement against the relevant instrument of title or, in the case of land not under the provisions of the Real Property Act 1886, against the land.
44.10	The power pursuant to Section 192(15) of the PDI Act to apply to the Registrar-General in relation to an agreement to which a note has been made under Section 192 of the PDI Act that has been rescinded or amended, to enter a note of the rescission or amendment against the instrument of title, or against the land.
44.11	The power pursuant to Section 192(16) of the PDI Act to provide in an agreement under Section 192 of the PDI Act for remission of rates or taxes on the land.
44.12	The power pursuant to Section 192(17) of the PDI Act to seek the Minister's consent to providing in an agreement under Section 192 of the PDI Act entered into by the Council for the remission of rates or taxes payable to the Crown.
44.13	The power pursuant to Section 192(17) of the PDI Act to consent to an agreement entered into by the Minister under Section 192 of the PDI Act, providing for the remission of rates or taxes payable to the Council.
44.14	The power pursuant to Section 192(18) of the PDI Act to take into account the existence of an agreement under Section 192 of the PDI Act when assessing an application for a development authorisation under the PDI Act.
45.	Land Management Agreements – Development Applications
45.1	The power pursuant to Section 193(1) of the PDI Act to, subject to Section 193 of the PDI Act, enter into an agreement under Section 193 of the PDI Act with a person

INSTRUMENT A**INSTRUMENT OF DELEGATION UNDER THE PLANNING, DEVELOPMENT AND INFRASTRUCTURE ACT 2016, REGULATIONS, PLANNING & DESIGN CODE AND PRACTICE DIRECTIONS OF POWERS OF A COUNCIL AS:**

- A COUNCIL;
- A DESIGNATED AUTHORITY;
- A DESIGNATED ENTITY

who is applying for a development authorisation under the PDI Act that will, in the event that the relevant development is approved, bind:

45.1.1 the person; and

45.1.2 any other person who has the benefit of the development authorisation; and

45.1.3 the owner of the relevant land (if he or she is not within the ambit of Sections 193(a) or (b) of the PDI Act and if the other requirements of Section 193 of the PDI Act are satisfied).

45.2 The power pursuant to Section 193(2) of the PDI Act to enter into an agreement under Section 193 of the PDI Act in relation to any matter that the delegate agrees is relevant to the proposed development (including a matter that is not necessarily relevant to the assessment of the development under the PDI Act).

45.3 The power pursuant to Section 193(3) of the PDI Act to have regard to:

45.3.1 the provisions of the Planning and Design Code; and

45.3.2 the principle that the entering into of an agreement under Section 193 of the PDI Act by the Council should not be used as a substitute to proceeding with an amendment to the Planning and Design Code under the PDI Act.

45.4 The power pursuant to Section 193(5) of the PDI Act to register agreements entered into under Section 193 of the PDI Act in accordance with the regulations.

45.5 The power pursuant to Section 193(10) of the PDI Act to consent to an application to note the agreement against the relevant instrument of title or the land.

45.6 The power pursuant to Section 193(11) of the PDI Act to consent to an owner of land entering into an agreement or giving a consent under Section 192(10) of the PDI Act where the Council has a legal interest in the land.

45.7 The power pursuant to Section 193(13) of the PDI Act to apply to the Registrar-General to note the agreement against the relevant instrument of title or, in the case of land not under the provisions of the Real Property Act 1886, against the land.

45.8 The power pursuant to Section 193(15) of the PDI Act to apply to the Registrar-General in relation to an agreement under Section 193 that has been rescinded or amended, to enter a note of the rescission or amendment against the instrument of title, or against the land.

45.9 The power pursuant to Section 193(16) of the PDI Act, if an agreement under Section 193 of the PDI Act does not have effect under Section 193 of the PDI Act within the period prescribed by the regulations, to by notice given in accordance with the regulations, lapse the relevant development approval.

46. Off-setting Contributions

INSTRUMENT A**INSTRUMENT OF DELEGATION UNDER THE PLANNING, DEVELOPMENT AND INFRASTRUCTURE ACT 2016, REGULATIONS, PLANNING & DESIGN CODE AND PRACTICE DIRECTIONS OF POWERS OF A COUNCIL AS:**

- A COUNCIL;
- A DESIGNATED AUTHORITY;
- A DESIGNATED ENTITY

46.1	The power pursuant to Section 197(1)(b) of the PDI Act to seek the approval of the Minister to act under Section 197 of the PDI Act.
46.2	The power pursuant to Section 197(2) of the PDI Act to establish a scheme under Section 197 of the PDI Act that is designed to support or facilitate:
46.2.1	development that may be in the public interest or otherwise considered by the delegate as being appropriate in particular circumstances (including by the provision of facilities at a different site); or
46.2.2	planning or development initiatives that will further the objects of the PDI Act or support the principles that relate to the planning system established by the PDI Act; or
46.2.3	any other initiative or policy:
46.2.3.1	designated by the Planning and Design Code for the purposes of Section 197(2)(c)(i) of the PDI Act;
46.2.3.2	prescribed by the regulations for the purposes of Section 197(2)(c)(ii) of the PDI Act.
46.3	The power pursuant to Section 197(3) of the PDI Act to include in a scheme established under Section 197 of the PDI Act:
46.3.1	an ability or requirement for a person who is proposing to undertake development (or who has the benefit of an approval under the PDI Act):
46.3.1.1	to make a contribution to a fund established as part of the scheme; or
46.3.1.2	to undertake work or to achieve some other goal or outcome (on an 'in kind' basis); or
46.3.1.3	to proceed under a combination of Sections 197(3)(a)(i) and (ii) of the PDI Act,
	in order to provide for or address a particular matter identified by the scheme; and
46.3.2	an ability for a provision of the Planning and Design Code to apply with a specified variation under the terms of the scheme; and
46.3.3	an ability for any relevant authority to act under or in connection with Sections 197(3)(a) or (b) of the PDI Act.
46.4	The power pursuant to Section 197(4)(b) of the PDI Act to apply the fund towards the purposes of the scheme in accordance with any directions or approvals of the Treasurer made or given after consultation with the Minister.
46.5	The power pursuant to Section 197(4)(c) of the PDI Act to invest money that is not immediately required for the purposes of the fund in accordance with provisions included in the scheme.

INSTRUMENT A**INSTRUMENT OF DELEGATION UNDER THE PLANNING, DEVELOPMENT AND INFRASTRUCTURE ACT 2016, REGULATIONS, PLANNING & DESIGN CODE AND PRACTICE DIRECTIONS OF POWERS OF A COUNCIL AS:**

- A COUNCIL;
- A DESIGNATED AUTHORITY;
- A DESIGNATED ENTITY

46.6	The power pursuant to Section 197(7) of the PDI Act to:
46.6.1	seek the approval of the Minister to vary or wind up a scheme under Section 197 of the PDI Act; and
46.6.2	to vary or wind up a scheme under Section 197 of the PDI Act with the approval of the Minister.
47. Open Space Contribution Scheme	
47.1	The power pursuant to Section 198(1) of the PDI Act, where an application for a development authorisation provides for the division of land in the Council's area into more than 20 allotments, and 1 or more allotments is less than 1 hectare in area to require:
47.1.1	that up to 12.5% in area of the relevant area be vested in the Council to be held as open space; or
47.1.2	that the applicant make the contribution prescribed by the regulations in accordance with the requirements of Section 198 of the PDI Act; or
47.1.3	that land be vested in the Council under Section 198(1)(c) of the PDI Act and that the applicant make a contribution determined in accordance with Section 198(8) of the PDI Act,
	according to the determination and specification of the delegate, and to have regard to any relevant provision of the Planning and Design Code that designates land as open space and to seek the concurrence of the Commission to taking any action that is at variance with the Planning and Design Code.
47.2	The power pursuant to Section 198(3) of the PDI Act to enter into an agreement referred to in Section 198(2)(d) of the PDI Act.
47.3	The power pursuant to Section 198(4)(a) of the PDI Act to concur with an area being vested in the Council.
47.4	The power pursuant to Section 198(11) of the PDI Act in relation to money received under Section 198 of the PDI Act to immediately pay it into a fund established for the purposes of Section 198 of the PDI Act and apply it for the purpose of acquiring or developing land as open space.
47.5	The power pursuant to Section 198(12) of the PDI Act to form the opinion that the division of land is being undertaken in stages.
48. Urban Trees Fund	
48.1	The power pursuant to Section 200(1) of the PDI Act to,
48.1.1	seek the approval of the Minister to establish a fund (an urban trees fund) for an area designated by the delegate; and

INSTRUMENT A**INSTRUMENT OF DELEGATION UNDER THE PLANNING, DEVELOPMENT AND INFRASTRUCTURE ACT 2016, REGULATIONS, PLANNING & DESIGN CODE AND PRACTICE DIRECTIONS OF POWERS OF A COUNCIL AS:**

- A COUNCIL;
- A DESIGNATED AUTHORITY;
- A DESIGNATED ENTITY

48.1.2	to, with the approval of the Minister establish a fund (an urban trees fund) for an area designed by the delegate (a designated area).
48.2	The power pursuant to Section 200(2) of the PDI Act to effect the establishing of the fund by notice published in the Gazette.
48.3	The power pursuant to Section 200(3) of the PDI Act to define a designated area by reference to an area established by the Planning and Design Code.
48.4	The power pursuant to Section 200(5) of the PDI Act to invest any money in an urban trees fund that is not immediately required for the purpose of the fund and to pay any resultant income into the fund.
48.5	The power pursuant to Section 200(6) of the PDI Act to apply money standing to the credit of an urban trees fund:
48.5.1	to maintain or plant trees in the designated area which are or will (when fully grown) constitute significant trees under the PDI Act; or
48.5.2	to purchase land within the designated area in order to maintain or plant trees which are or will (when fully grown) constitute significant trees under the PDI Act.
48.6	The power pursuant to Section 200(7) of the PDI Act if, the Council subsequently sells land purchased under Section 200(6)(b) of the PDI Act, to pay the proceeds of sale into an urban trees fund maintained by the Council under Section 200 of the PDI Act, subject to the qualifications in Sections 200(7)(a) and (b).
49. Appointment of Authorised Officers	
49.1	The power pursuant to Section 210(1) of the PDI Act to:
49.1.1	appoint a person to be an authorised officer for the purposes of the PDI Act; and
49.1.2	appoint a person who holds the qualifications prescribed by the regulations to be an authorised officer for the purposes of the PDI Act if the Council is required to do so by the regulations.
49.2	The power pursuant to Section 210(2) of the PDI Act to make an appointment of an authorised officer subject to conditions.
49.3	The power pursuant to Section 210(3) of the PDI Act to issue each authorised officer an identity card:
49.3.1	containing a photograph of the authorised officer; and
49.3.2	stating any conditions of appointment limiting the authorised officer's appointment.
49.4	The power pursuant to Section 210(5) of the PDI Act to, at any time, revoke an appointment which the Council has made, or vary or revoke a condition of such an appointment or impose a further such condition.

INSTRUMENT A**INSTRUMENT OF DELEGATION UNDER THE PLANNING, DEVELOPMENT AND INFRASTRUCTURE ACT 2016, REGULATIONS, PLANNING & DESIGN CODE AND PRACTICE DIRECTIONS OF POWERS OF A COUNCIL AS:**

- A COUNCIL;
- A DESIGNATED AUTHORITY;
- A DESIGNATED ENTITY

50. Enforcement Notices

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- 50.1 The power pursuant to Section 213(1) of the PDI Act, if the delegate has reason to believe on reasonable grounds that a person has breached the PDI Act or the repealed Act, to do such of the following as the delegate considers necessary or appropriate in the circumstances:
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- 50.1.1 direct a person to refrain, either for a specified period or until further notice, from the PDI Act, or course of action, that constitutes the breach;
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- 50.1.2 direct a person to make good any breach in a manner, and within a period, specified by the delegate;
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- 50.1.3 take such urgent action as is required because of any situation resulting from the breach.
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- 50.2 The power pursuant to Section 213(2) of the PDI Act to give a direction under Section 213(1) of the PDI Act by notice in writing unless the delegate considers that the direction is urgently required.
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- 50.3 The power pursuant to Section 213(5) of the PDI Act, if a person fails to comply with a direction under Section 213(1)(b) of the PDI Act within the time specified in the notice, to cause the necessary action to be taken.
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- 50.4 The power pursuant to Section 213(6) of the PDI Act to recover the reasonable costs and expenses incurred by the Council (or any person acting on behalf of the Council) under Section 213 of the PDI Act, as a debt due from the person whose failure gave rise to the PDI Action
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- 50.5 The power pursuant to Section 213(7) of the PDI Act, if an amount is recoverable from a person by the Council under Section 213 of the PDI Act to, by notice in writing to the person, fix a period, being not less than 28 days from the date of the notice, within which the amount must be paid by the person.

51. Applications to Court

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- 51.1 The power pursuant to Section 214(1) of the PDI Act to apply to the Court for an order to remedy or restrain a breach of the PDI Act or the repealed Act.
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- 51.2 The power pursuant to Section 214(2) of the PDI Act to consent to proceedings under Section 214 of the PDI Act being brought in a representative capacity on behalf of the Council.
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- 51.3 The power pursuant to Section 214(4) of the PDI Act to make an application without notice to any person and to make an application to the Court to serve a summons requiring the respondent to appear before the Court to show cause why an order should not be made under Section 214 of the PDI Act.
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- 51.4 The power pursuant to Section 214(6) of the PDI Act to make submissions to the Court on the subject matter of the proceedings.
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- 51.5 The power pursuant to Section 214(9) of the PDI Act to appear before a final order is made and be heard in proceedings based on the application.
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INSTRUMENT A**INSTRUMENT OF DELEGATION UNDER THE PLANNING, DEVELOPMENT AND INFRASTRUCTURE ACT 2016, REGULATIONS, PLANNING & DESIGN CODE AND PRACTICE DIRECTIONS OF POWERS OF A COUNCIL AS:**

- A COUNCIL;
- A DESIGNATED AUTHORITY;
- A DESIGNATED ENTITY

51.6	The power pursuant to Section 214(10) of the PDI Act to make an application to the Court to make an interim order under Section 214 of the PDI Act.
51.7	The power pursuant to Section 214(11) of the PDI Act to make an application for an interim order without notice to any person.
51.8	The power pursuant to Section 214(12) of the PDI Act, if the Court makes an order under Section 214(6)(d) of the PDI Act and the respondent fails to comply with the order within the period specified by the Court, to cause any work contemplated by the order to be carried out, and recover the costs of that work, as a debt, from the respondent
51.9	The power pursuant to Section 214(13) of the PDI Act, if an amount is recoverable from a person by the Council under Section 214(12) of the PDI Act to, by notice in writing to the person, fix a period, being not less than 28 days from the date of the notice, within which the amount must be paid by the person.
51.10	The power pursuant to Section 214(17) of the PDI Act to apply to the Court to vary or revoke an order previously made under Section 214 of the PDI Act.
52.	Proceedings for Offences
52.1	The power pursuant to Section 219(1) of the PDI Act to commence proceedings for an offence against the PDI Act.
53.	Adverse Publicity Orders
53.1	The power pursuant to Section 223(2) of the PDI Act to make an application to the Court for an adverse publicity order.
53.2	The power pursuant to Section 223(4) of the PDI Act, if the offender fails to give evidence to the Council in accordance with Section 224(1)(b) of the PDI Act to:
53.2.1	take the PDI Action or actions specified in the order; and
53.2.2	authorise a person in writing to take the PDI Action or actions specified in the order.
53.3	The power pursuant to Section 223(5) of the PDI Act, if:
53.3.1	the offender gives evidence to the Council in accordance with Section 223(1)(b) of the PDI Act; and
53.3.2	despite the evidence, the delegate is not satisfied that the offender has taken the PDI Action or actions specified in the order in accordance with the order,
	to apply to the court for an order authorising the Council, or a person authorised in writing by the Council, to take the PDI Action or actions and to authorise a person in writing to take the PDI Action or actions.
53.4	The power pursuant to Section 223(6) of the PDI Act, if the Council, or a person authorised in writing by the Council, takes an action or actions in accordance with Section 223(4) of the PDI Act or an order under Section 223(5) of the PDI Act, to

INSTRUMENT A**INSTRUMENT OF DELEGATION UNDER THE PLANNING, DEVELOPMENT AND INFRASTRUCTURE ACT 2016, REGULATIONS, PLANNING & DESIGN CODE AND PRACTICE DIRECTIONS OF POWERS OF A COUNCIL AS:**

- A COUNCIL;
- A DESIGNATED AUTHORITY;
- A DESIGNATED ENTITY

recover from the offender an amount in relation to the reasonable expenses of taking the PDI Action or actions, as a debt, due to the Council.

54. Civil Penalties

54.1 The power pursuant to Section 225(1) of the PDI Act, subject to Section 225 of the PDI Act, if the delegate is satisfied that a person has committed an offence by contravening a provision of the PDI Act, to, as an alternative to criminal proceedings, recover, by negotiation or by application to the Court, an amount as a civil penalty in respect of the contravention.

54.2 The power pursuant to Section 225(2) of the PDI Act, in respect of a contravention where the relevant offence does not require proof of intention or some other state of mind, to determine whether to initiate proceedings for an offence or take action under Section 225 of the PDI Act, having regard to the seriousness of the contravention, the previous record of the offender and any other relevant factors.

54.3 The power pursuant to Section 225(3) of the PDI Act to serve on the person a notice in the prescribed form advising the person that the person may, by written notice to the Council, elect to be prosecuted for the contravention.

54.4 The power pursuant to Section 225(13) of the PDI Act to seek the authorisation of the Attorney-General to the commencement of proceedings for an order under Section 225 of the PDI Act.

54.5 The power pursuant to Section 225(17) of the PDI Act to seek an authorisation from the Commission for the Council to act under Section 225 of the PDI Act.

55. Make Good Order

55.1 The power pursuant to Section 228(7) of the PDI Act to apply to the Court to vary or revoke an order under Section 228 of the PDI Act.

56. Recovery of Economic Benefit

56.1 The power pursuant to Section 229(5) of the PDI Act to apply an amount paid to the Council in accordance with an order under Section 229(1) of the PDI Act for the purpose of acquiring or developing land as open space and to hold it in a fund established for the purposes of Section 198 of the PDI Act.

57. Enforceable Voluntary Undertakings

57.1 The power pursuant to Section 230(1) of the PDI Act to accept (by written notice) a written undertaking given by a person in connection with a matter relating to a contravention or alleged contravention by the person of the PDI Act.

57.2 The power pursuant to Section 230(4) of the PDI Act if the delegate considers that a person has contravened an undertaking accepted by the Council, to apply to the Court for enforcement of the undertaking.

57.3 The power pursuant to Section 230(7) of the PDI Act to agree in writing with a person who has made an undertaking to:

INSTRUMENT A**INSTRUMENT OF DELEGATION UNDER THE PLANNING, DEVELOPMENT AND INFRASTRUCTURE ACT 2016, REGULATIONS, PLANNING & DESIGN CODE AND PRACTICE DIRECTIONS OF POWERS OF A COUNCIL AS:**

- A COUNCIL;
- A DESIGNATED AUTHORITY;
- A DESIGNATED ENTITY

57.3.1	vary the undertaking; or
57.3.2	withdraw the undertaking.
57.4	The power pursuant to Section 230(11) of the PDI Act to accept an undertaking in respect of a contravention or alleged contravention before proceedings in respect of that contravention have been finalised.
57.5	The power pursuant to Section 230(12) of the PDI Act if the delegate accepts an undertaking before the proceedings are finalised, to take all reasonable steps to have the proceedings discontinued as soon as possible.
57.6	The power pursuant to Section 230(14) of the PDI Act to seek an authorisation from the Commission for the Council to act under Section 230 of the PDI Act.
58. Advertisements	
58.1	The power pursuant to Section 231(1) of the PDI Act, if, in the opinion of the delegate, an advertisement or advertising hoarding:
58.1.1	disfigures the natural beauty of a locality or otherwise detracts from the amenity of a locality; or
58.1.2	is contrary to the character desired for a locality under the Planning and Design Code,
	to, by notice served in accordance with the regulations on the advertiser or the owner or occupier of the land on which the advertisement or advertising hoarding is situated, whether or not a development authorisation has been granted in respect of the advertisement or advertising hoarding, order that person to remove or obliterate the advertisement or to remove the advertising hoarding (or both) within a period specified in the notice (of at least 28 days from the date of service of the notice).
58.2	The power pursuant to Section 231(3) of the PDI Act if a person on whom a notice is served under Section 231(1) of the PDI Act fails to comply with a notice within the time allowed in the notice to enter on the land and take the necessary steps for carrying out the requirements of the notice and to recover the costs of so doing, as a debt, from the person on whom the notice was served.
59. Professional Advice to be Obtained in Relation to Certain Matters	
59.1	The power pursuant to Section 235(1) of the PDI Act, to, in the exercise of a prescribed function, rely on a certificate of a person with prescribed qualifications.
59.2	The power pursuant to Section 235(2) of the PDI Act to seek and consider the advice of a person with prescribed qualifications, or a person approved by the Minister for that purpose, in relation to a matter arising under the PDI Act that is declared by regulation to be a matter on which such advice should be sought.
60. Charges on Land	
60.1	The power pursuant to Section 239(1) of the PDI Act if a charge on land is created under a provision of the PDI Act in favour of the Council, to deliver to the Registrar-

INSTRUMENT A**INSTRUMENT OF DELEGATION UNDER THE PLANNING, DEVELOPMENT AND INFRASTRUCTURE ACT 2016, REGULATIONS, PLANNING & DESIGN CODE AND PRACTICE DIRECTIONS OF POWERS OF A COUNCIL AS:**

- A COUNCIL;
- A DESIGNATED AUTHORITY;
- A DESIGNATED ENTITY

General a notice in a form determined by the Registrar-General, setting out the amount of the charge and the land over which the charge is claimed.

- 60.2 The power pursuant to Section 239(6) of the PDI Act if a charge in the Council's favour exists and the amount to which the charge relates is paid, to by notice to the appropriate authority in a form determined by the Registrar-General, apply for the discharge of the charge.
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61. Registering Authorities to Note Transfer

- 61.1 The power pursuant to Section 240(1) of the PDI Act to apply to the Registrar-General or another authority required or authorised under a law of the State to register or record transactions affecting assets, rights or liabilities, or documents relating to such transactions, to register or record in an appropriate manner the transfer to the Council of an asset, right or liability by regulation, proclamation or notice under the PDI Act.
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62. Reporting

- 62.1 The power pursuant to Clause 13(3)(b) of Schedule 2 of the PDI Act to require a report under Clause 13(2) of Schedule 2 of the PDI Act to contain any other information or report required by the delegate.
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63. Review of Performance

- 63.1 The power pursuant to Clause 3(3) of Schedule 4 of the PDI Act to explain the Council's actions, and to make submissions (including, if relevant, an indication of undertakings that the Council is willing to give in order to take remedial action), to the Minister.
-
- 63.2 The power pursuant to Clause 3(14) of Schedule 4 of the PDI Act to make submissions to the Minister on the report on which the PDI Action to be taken by the Minister under Clause 3(13) of Schedule 4 of the PDI Act is based.
-
- 63.3 The power pursuant to Clause 3(15) of Schedule 4 of the PDI Act, if the Minister makes a recommendation to the Council under Clause 3(13)(a) of Schedule 4 of the PDI Act and the Minister subsequently considers that the Council has not, within a reasonable period, taken appropriate action in view of the recommendation, to make submissions to the Minister in relation to the directions of the Minister.
-
- 63.4 The power pursuant to Clause 3(16) of Schedule 4 of the PDI Act to comply with a direction under Clauses 3(13) or (15) of Schedule 4 of the PDI Act.
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64. Planning and Design Code

- 64.1 The power pursuant to Clause 9(6)(a) of Schedule 8 of the PDI Act to apply to the Minister for approval to commence the process under Section 25 of the repealed Act.
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65. General Schemes

- 65.1 The power pursuant to Clause 30(3) of Schedule 8 of the PDI Act to request the Minister make a declaration under Clause 30(2) of Schedule 8 of the PDI Act in relation to a scheme.
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INSTRUMENT A**INSTRUMENT OF DELEGATION UNDER THE PLANNING, DEVELOPMENT AND INFRASTRUCTURE ACT 2016, REGULATIONS, PLANNING & DESIGN CODE AND PRACTICE DIRECTIONS OF POWERS OF A COUNCIL AS:**

- A COUNCIL;
- A DESIGNATED AUTHORITY;
- A DESIGNATED ENTITY

PLANNING, DEVELOPMENT AND INFRASTRUCTURE (TRANSITIONAL PROVISIONS) REGULATIONS 2017**66. Adoption of DPAs**

- 66.1 The power pursuant to Regulation 8(1)(c) of the Planning, Development and Infrastructure (Transitional Provisions) Regulations 2017 (**the Transitional Provisions Regulations**) to apply to the Minister under Regulation 8 of the Transitional Provisions Regulations in accordance with any requirement determined by the Minister.

PLANNING, DEVELOPMENT AND INFRASTRUCTURE (GENERAL) REGULATIONS 2017**67. Mutual Liability Scheme – Rights of Indemnity**

- 67.1 The power pursuant to Regulation 11B(1) of the Planning, Development and Infrastructure (General) Regulations 2019 (**the General Regulations**) to:

67.1.1 in being responsible under Section 83(1)(h)(ii) of the PDI Act for the costs and other liabilities associated with the activities of an assessment panel appointed by the Council; and

67.1.2 in being responsible for the costs associated with the activities of a regional assessment panel in accordance with a scheme set out in a notice under Section 84(1)(a) and (i) of the PDI Act,

have arrangements in place to indemnify the members of any such panel in respect of a claim against a member of the panel arising out of the performance, exercise or discharge (or purported performance, exercise or discharge) in good faith of their functions, powers or duties under the PDI Act in their role as a member of the panel.

- 67.2 The power pursuant to Regulation 11B(5) of the General Regulations to:

67.2.1 in being responsible under Section 87(f) of the PDI Act for the costs and other liabilities associated with the activities of an assessment manager for an assessment panel appointed by the Council; and

67.2.2 in being responsible for the costs associated with the activities of a regional assessment panel in accordance with a scheme set out in a notice under Section 87(1)(a) and (i) of the PDI Act,

have arrangements in place to indemnify an assessment manager for any such panel in respect of a claim against the assessment manager arising out of the performance, exercise or discharge (or purported performance, exercise or discharge) in good faith of their functions, powers or duties under the PDI Act in their role as an assessment manager.

INSTRUMENT A**INSTRUMENT OF DELEGATION UNDER THE PLANNING, DEVELOPMENT AND INFRASTRUCTURE ACT 2016, REGULATIONS, PLANNING & DESIGN CODE AND PRACTICE DIRECTIONS OF POWERS OF A COUNCIL AS:**

- A COUNCIL;
- A DESIGNATED AUTHORITY;
- A DESIGNATED ENTITY

68. Performance Assessed Development and Restricted Development

- 68.1 The power pursuant to Regulation 47(4)(d) of the General Regulations to determine the fee payable by the applicant as being appropriate to cover the reasonable costs of placing the notice on the land.

69. Underground Main Areas

- 69.1 The power pursuant to Regulation 78(1) of the General Regulations if the delegate considers an area should be declared an underground mains area to seek a report from the relevant electricity authority in relation to the matter.
- 69.2 The power pursuant to Regulation 78(2) of the General Regulations after having received and considered a report from the electricity authority to declare the area to be an underground mains area.

70. Width of Roads and Thoroughfares

- 70.1 The power pursuant to Regulation 81(4) of the General Regulations to dispense with a width prescribed by Regulations 81(1) or (3) of the General Regulations (and specify a different width) if the delegate is of the opinion that the width so prescribed is not necessary for the safe and convenient movement of vehicles or pedestrians, or for underground services.
- 70.2 The power pursuant to Regulation 81(5) of the General Regulations to subject to Regulation 81(6) of the General Regulations specify the width of the road at the head of every cul-de-sac in such dimensions as may be acceptable to the delegate.
- 70.3 The power pursuant to Regulation 81(6) of the General Regulations to dispense with a requirement under Regulation 81(5) of the General Regulations if it appears to the delegate that the cul-de-sac is likely to become a through road.

71. Road Widening

- 71.1 The power pursuant to Regulation 82(1) of the PDI Act, subject to Regulation 82(2) of the General Regulations, if an existing road abuts land which is proposed to be divided, to form the view that the road should be widened in order to provide a road of adequate width having regard to existing and future requirements of the area.

72. Requirement as to Forming of Roads

- 72.1 The power pursuant to Regulation 83(1) of the General Regulations, subject to Regulation 83(2) of the General Regulations, to specify the width and manner of the formation of the roadway of every proposed road on a plan of division.
- 72.2 The power pursuant to Regulation 83(2) of the General Regulations to form the opinion that it is necessary to specify a width for a roadway to be formed

INSTRUMENT A**INSTRUMENT OF DELEGATION UNDER THE PLANNING, DEVELOPMENT AND INFRASTRUCTURE ACT 2016, REGULATIONS, PLANNING & DESIGN CODE AND PRACTICE DIRECTIONS OF POWERS OF A COUNCIL AS:**

- A COUNCIL;
- A DESIGNATED AUTHORITY;
- A DESIGNATED ENTITY

under Regulation 83(1) in excess of 7.4m, in view of the volume or type of traffic that is likely to traverse that road.

72.3 The power pursuant to Regulation 83(4) of the General Regulations, to dispense with the requirements under Regulation 83(3) of the General Regulations, if the delegate is of the opinion that the cul-de-sac is likely to become a through road.

72.4 The power pursuant to Regulation 83(5) of the General Regulations, subject to Regulation 83(6) of the General Regulations to require every footpath, water-table, kerbing, culvert and drain of every proposed road to be formed in a manner satisfactory to the delegate.

72.5 The power pursuant to Regulation 83(6) of the General Regulations, to dispense with a requirement under Regulation 83(5) of the General Regulations.

73. Construction of Roads, Bridges, Drains and Services

73.1 The power pursuant to Regulation 84(1) of the General Regulations to require the roadway of every proposed road within the relevant division to be constructed and paved and sealed with bitumen, tar or asphalt or other material approved by the delegate.

74. Supplementary Provisions

74.1 The power pursuant to Regulation 85(1) of the General Regulations to approve the road location and grading plan for the manner of forming any proposed road, footpath, water-table, kerbing, culvert or drain required under Division 6 of the General Regulations.

74.2 The power pursuant to Regulation 85(2) of the General Regulations, subject to Regulation 85(4) of the General Regulations, to require all work referred to in Regulations 83 and 84 of the General Regulations to be carried out in a manner satisfactory to the delegate and in conformity with detailed construction plans and specifications signed by a professional engineer or, at the discretion of the delegate, a licensed surveyor, and approved by the delegate before the commencement of the work.

74.3 The power pursuant to Regulation 85(4) of the General Regulations to form the opinion that all connections for water supply and sewerage services to any allotment delineated on the plan which, in the opinion of the Chief Executive of the South Australian Water Corporation and any other water industry entity identified under Regulation 79(1) of the General Regulations in relation to any such allotment are necessary and need to be laid under the surface of the proposed road, have been made.

INSTRUMENT A**INSTRUMENT OF DELEGATION UNDER THE PLANNING, DEVELOPMENT AND INFRASTRUCTURE ACT 2016, REGULATIONS, PLANNING & DESIGN CODE AND PRACTICE DIRECTIONS OF POWERS OF A COUNCIL AS:**

- A COUNCIL;
- A DESIGNATED AUTHORITY;
- A DESIGNATED ENTITY

75. General Provisions

75.1 The power pursuant to Regulation 89(1) of the General Regulations to form the opinion that another form of arrangement is satisfactory for the purposes of Section 138(1) of the PDI Act.

75.2 The power pursuant to Regulation 89(3) of the General Regulations to provide a certificate which:

75.2.1 evidences the consent of the Council to an encroachment by a building over other land; and

75.2.2 sets out:

75.2.2.1 the date on which any relevant building was erected (if known); and

75.2.2.2 the postal address of the site.

75.3 The power pursuant to Regulation 89(6)(b) of the General Regulations to request a written copy of the certificate and plan (or certificates and plans) referred to in Regulation 89(3) of the General Regulations.

75.4 The power pursuant to Regulation 89(8) of the General Regulations to make submissions to the Commission before the Commission grants an extension of the period prescribed by Regulation 89(7).

76. Notifications During Building Work

76.1 The power pursuant to Regulation 93(1)(b) of the General Regulations to specify by notice to the building owner and to the licensed building work contractor responsible for carrying out the relevant building work (if any), when development approval is granted in respect of the work, any stage of the building work to which the periods and stages prescribed for the purposes of Section 146(1) of the PDI Act relate.

76.2 The power pursuant to Regulation 93(1)(c) of the General Regulations to specify by notice in writing to the building owner on the granting of development approval in respect of the work any stage of the building work to which the periods and stages prescribed for the purposes of Section 146(1) of the PDI Act relate.

77. Essential Safety Provisions

77.1 The power pursuant to Regulation 94(13) of the General Regulations to require compliance with Regulation 94(10) of the General Regulations if:

77.1.1 the essential safety provisions were installed

INSTRUMENT A**INSTRUMENT OF DELEGATION UNDER THE PLANNING, DEVELOPMENT AND INFRASTRUCTURE ACT 2016, REGULATIONS, PLANNING & DESIGN CODE AND PRACTICE DIRECTIONS OF POWERS OF A COUNCIL AS:**

- A COUNCIL;
- A DESIGNATED AUTHORITY;
- A DESIGNATED ENTITY

77.1.1.1	under a condition attached to a consent or approval that is expressed to apply by virtue of a variance with the performance requirements of the Building Code; or
77.1.1.2	as part of a performance solution under the Building Code; or
77.1.2	the building has been the subject of a notice under Section 157 of the PDI Act.

78. Classification of Buildings

78.1	The power pursuant to Regulation 102(3) of the General Regulations to require an application under Regulation 102(1) or (2) of the General Regulations to be accompanied by:
78.1.1	such details, particulars, plans, drawings, specifications, certificates and other documents as the delegate may reasonably require to determine the building's classification.
78.2	The power pursuant to Regulation 102(4) of the General Regulations, to subject to Regulation 102(5) of the General Regulations, assign the appropriate classification under the Building Code to a building if the delegate is satisfied, on the basis of the owner's application, and accompanying documentation, that the building, in respect of the classification applied for, possesses the attributes appropriate to its present or intended use.
78.3	The power pursuant to Regulation 102(5) of the General Regulations, if an application under Regulation 102 of the General Regulations is made in respect of an existing Class 2 to Class 9 building, to require the applicant to satisfy the delegate that the provisions of any relevant Ministerial building standard relating to upgrading health and safety in existing buildings has been complied with (to the extent reasonably applicable to the building and its present or intended use).
78.4	The power pursuant to Regulation 102(6) of the General Regulations, on assigning a classification to a building (or part of a building) to, if relevant, determine and specify in the notice to the owner under Section 151(3) of the PDI Act:
78.4.1	the maximum number of persons who may occupy the building (or part of the building); and
78.4.2	if the building has more than 1 classification—the part or parts of the building to which each classification relates and the classifications currently assigned to the other parts of the building.

79. Required Documentation

79.1	The power pursuant to Regulation 103A(1) of the General Regulations to, in relation to an application for the issuing of a certificate of occupancy relating
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INSTRUMENT A**INSTRUMENT OF DELEGATION UNDER THE
PLANNING, DEVELOPMENT AND INFRASTRUCTURE ACT 2016, REGULATIONS, PLANNING & DESIGN CODE AND
PRACTICE DIRECTIONS OF POWERS OF A COUNCIL AS:**

- A COUNCIL;
- A DESIGNATED AUTHORITY;
- A DESIGNATED ENTITY

to a Class 1b to 9 (inclusive) building under the Building Code, require the following documentation:

79.1.1 if the development has been approved subject to conditions, such evidence as the delegate may reasonably require to show that the conditions have been satisfied;

79.1.2 if the application relates to the construction or alteration of part of a building and further building work is envisaged in respect of the remainder of the building, such further evidence as the delegate may reasonably require to show –

79.1.2.1 in the case of a building more than 1 storey – that the requirements of any relevant Ministerial building standard have been complied with; or

79.1.2.2 in any other case – that the building is suitable for occupation.

79.2 The power pursuant to Regulation 103A(2) of the General Regulations to, in relation to an application for the issuing on or after 1 October 2024 of a certificate of occupancy relating to a Class 1a building under the Building Code, to require the following documentation:

INSTRUMENT A**INSTRUMENT OF DELEGATION UNDER THE PLANNING, DEVELOPMENT AND INFRASTRUCTURE ACT 2016, REGULATIONS, PLANNING & DESIGN CODE AND PRACTICE DIRECTIONS OF POWERS OF A COUNCIL AS:**

- A COUNCIL;
- A DESIGNATED AUTHORITY;
- A DESIGNATED ENTITY

79.2.1 if the development has been approved subject to conditions, such evidence as the delegate may reasonably require to show that any conditions relevant to the suitability of the building for occupation have been satisfied,

79.3 The power pursuant to Regulation 103A(3) of the General Regulations to, other than in relation to a designated building on which building work involving the use of a designated building product is carried out after 12 March 2018, dispense with the requirement to provide a Statement of Compliance under subregulation (1)(a) or (2)(a) if –

79.3.1 the delegate is satisfied that a person required to complete 1 or both parts of the statement has refused or failed to complete that part and that the person seeking the issuing of the certificate of occupancy has taken reasonable steps to obtain the relevant certification or certifications; and

79.3.2 it appears to the delegate, after undertaking an inspection, that the relevant building is suitable for occupation.

80. Statement of Site Suitability

80.1 The power pursuant to Regulation 103C(1)(c) of the General Regulations, in relation to a building on a site to which Schedule 8 clause 2A of the General Regulations applies and upon which remediation on the site is necessary, to not grant a certificate of occupancy until a statement of site suitability is issued certifying that the required remediation has been undertaken and the land is suitable for the proposed use.

81. Report from Fire Authority

81.1 The power pursuant to Regulation 103D(1) of the General Regulations, if –

81.1.1 a building is –

81.1.1.1 to be equipped with a booster assembly for use by a fire authority; or

81.1.1.2 to have installed a fire alarm that transmits a signal to a fire station or to a monitoring service approved by the relevant authority; and

INSTRUMENT A**INSTRUMENT OF DELEGATION UNDER THE PLANNING, DEVELOPMENT AND INFRASTRUCTURE ACT 2016, REGULATIONS, PLANNING & DESIGN CODE AND PRACTICE DIRECTIONS OF POWERS OF A COUNCIL AS:**

- A COUNCIL;
- A DESIGNATED AUTHORITY;
- A DESIGNATED ENTITY

81.1.2 facilities for fire detection, fire fighting or the control of smoke must be installed in the building pursuant to an approval under the Act,

to not grant a certificate of occupancy unless or until the delegate has sought a report from the fire authority as to whether those facilities have been installed and operate satisfactorily.

81.2 The power pursuant to Regulation 103D(2) of the General Regulations, if a report from the fire authority is not received within 15 business days, to presume that the fire authority does not desire to make a report.

81.3 The power pursuant to Regulation 103D(3) of the General Regulations to have regard to any report received from a fire authority under subregulation (1) before it issues a certificate of occupancy.

82. Issue of Certificate of Occupancy

82.1 The power pursuant to Regulation 103E(1)(b) of the General Regulations to, on receipt of notification of intended completion of building work under Regulation 93(1)(f) of the General Regulations, determine that the building work will be inspected by an authorised officer.

82.2 The power pursuant to Regulation 103E(3)(c) of the General Regulations, in respect of a Class 1a building, to determine not to inspect the building work.

83. Revocation

83.1 The power pursuant to Regulation 103F of the General Regulations to revoke a certificate of occupancy –

83.1.1 if –

83.1.1.1 there is a change in the use of the building; or

83.1.1.2 the classification of the building changes; or

83.1.1.3 building work involving an alteration or extension to the building that will increase the floor area of the building by more than 300m² is about to commence, or is being or has been carried out; or

83.1.1.4 the building is about to undergo, or is undergoing or has undergone, major refurbishment,

and the delegate considers that in the circumstances the certificate should be revoked and a new certificate sought; or

83.1.2 if the delegate considers that the building is no longer suitable for occupation because of building work undertaken, or being

INSTRUMENT A**INSTRUMENT OF DELEGATION UNDER THE PLANNING, DEVELOPMENT AND INFRASTRUCTURE ACT 2016, REGULATIONS, PLANNING & DESIGN CODE AND PRACTICE DIRECTIONS OF POWERS OF A COUNCIL AS:**

- A COUNCIL;
- A DESIGNATED AUTHORITY;
- A DESIGNATED ENTITY

undertaken, on the building, or because of some other circumstance;
or

83.1.3 if the schedule of essential safety provisions has been issued in relation to the building and the owner of the building has failed to comply with the requirements of Regulation 94(10); or

83.1.4 if the delegate considers –

83.1.4.1 that a condition attached to a relevant development authorisation has not been met, or has been contravened, and that, in the circumstances, the certificate should be revoked; or

83.1.4.2 that a condition attached to the certificate of occupancy has not been met, or has been contravened, or is no longer appropriate.

84. Mining Production Tenements

84.1 The power pursuant to Regulation 109(1)(b) of the General Regulations to make submissions to the appropriate Authority and object to the granting of the tenement.

85. Register of Land Management Agreements (Section 193)

85.1 The power pursuant to Regulation 111(2) of the General Regulations to establish a register of agreements entered into by the Council under Section 193 of the PDI Act.

85.2 The power pursuant to Regulation 111(3) of the General Regulations to include in a register, or provide access to a copy of each agreement entered into by the Council under Section 193 of the PDI Act and such other information the delegate considers appropriate.

86. Authorised Officers and Inspections

86.1 The power pursuant to Regulation 112(1) of the General Regulations to appoint at least 1 authorised officer under Section 210(1)(b) of the PDI Act:

86.1.1 who is an accredited professional who is:

86.1.1.1 an Accredited professional - building level 1; or

86.1.1.2 an Accredited professional - building level 2; or

86.1.1.3 an Accredited professional - building level 3; or

86.1.1.4 an Accredited professional - building level 4; or

INSTRUMENT A**INSTRUMENT OF DELEGATION UNDER THE PLANNING, DEVELOPMENT AND INFRASTRUCTURE ACT 2016, REGULATIONS, PLANNING & DESIGN CODE AND PRACTICE DIRECTIONS OF POWERS OF A COUNCIL AS:**

- A COUNCIL;
- A DESIGNATED AUTHORITY;
- A DESIGNATED ENTITY

86.1.2 who holds a current accreditation recognised by the Chief Executive for the purposes of this Regulation; or

86.1.3 who holds an approval from the Chief Executive.

PLANNING, DEVELOPMENT AND INFRASTRUCTURE (FEES, CHARGES AND CONTRIBUTIONS) REGULATIONS 2019

87. Calculation of Assessment of Fees

87.1 The power pursuant to Regulation 5(1) of the Planning, Development and Infrastructure (Fees, Charges and Contributions) Regulations 2019 (**the Fees Regulations**) in relation to an application which is duly lodged under a related set of regulations (including via the SA planning portal):

87.1.1 to require the applicant to provide such information as the delegate may reasonably require to calculate any fee payable under the Fees Regulations or a related set of regulations; and

87.1.2 to make any other determination for the purposes of the Fees Regulations or a related set of regulations (even if the Council is not a relevant authority).

87.2 The power pursuant to Regulation 5(2) of the Fees Regulations, if the delegate acting under Regulation 5(1) of the Fees Regulations, believes that any information provided by an applicant is incomplete or inaccurate, to calculate any fee on the basis of estimates made by the delegate.

87.3 The power pursuant to Regulation 5(3) of the Fees Regulations to at any time, and despite an earlier calculation or acceptance of an amount in respect of the fee, reassess a fee payable under the Fees Regulations or a related set of Regulations.

88. Waiver or Refund of Fee

88.1 The power pursuant to Regulation 7 of the Fees Regulations to, as the delegate considers appropriate to do so:

88.1.1 waive the payment of the fee, or the payment of part of the fee; or

88.1.2 refund the whole or a part of the fee.

INSTRUMENT A

INSTRUMENT OF DELEGATION UNDER THE PLANNING, DEVELOPMENT AND INFRASTRUCTURE ACT 2016, REGULATIONS, PLANNING & DESIGN CODE AND PRACTICE DIRECTIONS OF POWERS OF A COUNCIL AS:

- A COUNCIL;
- A DESIGNATED AUTHORITY;
- A DESIGNATED ENTITY

STATE PLANNING COMMISSION PRACTICE DIRECTION – 2 PREPARATION AND AMENDMENT OF DESIGNATED INSTRUMENTS

89. Requirements in Relation to Preparing an Engagement Plan

89.1 The power pursuant to clause 5(1) of the State Planning Commission Practice Direction – 2 Preparation and Amendment of Designated Instruments (**PD2**), to prepare an engagement plan that:

89.1.1 meets the principles and performance outcomes of the Charter;

89.1.2 describes the persons or bodies to be consulted on the proposed amendment of the Designated Instrument, which must include any persons or bodies:

89.1.2.1 require to be consulted with under a condition imposed by the Minister under Section 73(5) of the PDI Act;

89.1.2.2 specified by the Commission under Section 73(6)(e) of the PDI Act;

89.1.2.3 who must be consulted with under the Charter;

89.1.3 outlines any relevant previous engagement undertaken to inform the proposal;

89.1.4 describes the evaluation framework for the engagement.

89.2 The power pursuant to clause 5(2) of PD2 to submit all engagement plans which relate to proposed preparation of or amendment to a State Planning Policy or a Regional Plan to the Commission for approval prior to commencement of formal engagement on the proposal

90. Preparation of an Engagement Report (Following Consultation)

90.1 The power pursuant to clause 6(1) of PD2, at the completion of engagement on a draft of a proposal to prepare or amend a designated instrument to provide an engagement report to the Minister.

90.2 The power pursuant to clause 6(2) of PD2 to set out in an engagement report:

90.2.1 details of the engagement undertaken and how that engagement met the engagement plan, and reasons for variations, if any to the engagement plan;

90.2.2 the outcome of the engagement including a summary of the written submission or feedback received;

90.2.3 any proposed changes to the proposal to prepare or amend a Designated Instrument (when compared with the proposal that was

INSTRUMENT A**INSTRUMENT OF DELEGATION UNDER THE PLANNING, DEVELOPMENT AND INFRASTRUCTURE ACT 2016, REGULATIONS, PLANNING & DESIGN CODE AND PRACTICE DIRECTIONS OF POWERS OF A COUNCIL AS:**

- A COUNCIL;
- A DESIGNATED AUTHORITY;
- A DESIGNATED ENTITY

	engaged on) and the reasons for those proposed changes which specifically indicates:
90.2.3.1	where changes are proposed to the Designated Instrument based on or as a result of the engagement; and
90.2.3.2	any other changes which are proposed based on or as a result of additional investigations or information which was not available when the proposal was released for engagement.
90.3	The power pursuant to clause 6(3) of PD2 to, in the engagement report also include an evaluation of the effectiveness of the engagement that considers whether:
90.3.1	the principles of the Charter have been achieved; and
90.3.2	all mandatory requirements identified in the Charter have been met (where the consultation category is applicable).
91.	Initiating a Code Amendment
91.1	The power pursuant to clauses 7(1) and (2) of PD2 to lodge a Proposal to Initiate with the Department via the SA Planning Portal that sets out:
91.1.1	<i>Code Policy</i> – an outline of:
91.1.1.1	any overlay, general development policy, zone, subzone or technical or numeric variation in the Code being proposed for amendment; and/or
91.1.1.2	the intended spatial application of an overlay, zone, subzone or technical or numeric variation in the Code over an identified area;
91.1.2	<i>Affected Area</i>
91.1.2.1	a map or description of the Affected Area;
91.1.3	<i>State Planning Policies</i>
91.1.3.1	identification of the relevant principles or objectives of the State Planning Policies and an assessment of the proposed Code Amendment's alignment with those State Planning Policies;
91.1.4	<i>Regional Plan</i>
91.1.4.1	identification of relevant regional plans and assessment of how the matters or issues proposed to be addressed by

INSTRUMENT A**INSTRUMENT OF DELEGATION UNDER THE PLANNING, DEVELOPMENT AND INFRASTRUCTURE ACT 2016, REGULATIONS, PLANNING & DESIGN CODE AND PRACTICE DIRECTIONS OF POWERS OF A COUNCIL AS:**

- A COUNCIL;
- A DESIGNATED AUTHORITY;
- A DESIGNATED ENTITY

the proposed Code Amendment will relate to the relevant regional plan;

91.1.5 *Consultation*

91.1.5.1 information regarding any consultation that has already occurred with respect to the proposed Code Amendment;

91.1.5.2 details of further consultation proposed to be undertaken with respect to the proposed Code Amendment;

91.1.6 *Investigations*

91.1.6.1 information regarding any investigations which have already been undertaken with respect to the proposed Code Amendment;

91.1.6.2 an outline of the further investigations that will be undertaken to support the proposed Code Amendment;

91.1.6.3 details of any infrastructure required to support development arising through proposed Code Amendment and how the infrastructure will be provided;

91.1.6.4 details of any infrastructure agreement (or agreements) or infrastructure scheme which will need to be established or entered into in connection with the proposed Code Amendment;

91.1.7 *Timetable*

91.1.7.1 identification of a consultation start date;

91.1.7.2 an outline of the proposed timetable for each step of the Code Amendment process (ensuring that the process is completed within reasonable time limits), and a commitment from the Proponent (where it is also the Designated Entity) that it will take steps to update the timetable and seek approval from the Department if it appears that timeframes will not be met.

INSTRUMENT A**INSTRUMENT OF DELEGATION UNDER THE PLANNING, DEVELOPMENT AND INFRASTRUCTURE ACT 2016, REGULATIONS, PLANNING & DESIGN CODE AND PRACTICE DIRECTIONS OF POWERS OF A COUNCIL AS:**

- A COUNCIL;
- A DESIGNATED AUTHORITY;
- A DESIGNATED ENTITY

91.2	The power pursuant to clauses 7(1) and (3) of PD2 to lodge the SA Planning Portal Publication Instructions – for Initiation that sets out:
91.2.1	identification of a consultation start date, consistent with the Proposal to Initiate timetable;
91.2.2	an outline of the consultation approach including period of consultation, key audience and consultation methods (noting the Commission may also recommend specific conditions); and
91.2.3	a summary of the Code Amendment in plain English.
91.3	The power pursuant to clause 7(4) of PD2, in relation to a Code Amendment which is intended to designate a place as a place of local heritage value, to provide a report which:
91.3.1	includes a heritage datasheet for each proposed Local Heritage Place, which includes:
91.3.1.1	all relevant property details and descriptions (including images);
91.3.1.2	historical background and thematic analysis;
91.3.1.3	a statement of heritage value;
91.3.1.4	an assessment against the Local Heritage Criteria; and
91.3.1.5	the extent of listing (including any exclusions);
91.3.2	includes an analysis of historic themes of importance to the area;
91.3.3	is prepared by a heritage architect, historian or person with similar qualifications, skills or experience; and
91.3.4	is otherwise prepared in accordance with any guidelines prepared and published by the Commission under Section 67(2)(c) of the PDI Act.
91.4	The power pursuant to clause 7(5) of PD2 in relation to a Code Amendment which is intended to designate a tree (or stand of trees) as a significant tree (or trees), to provide a report which:
91.4.1	includes relevant details and descriptions of the tree or stand of trees (including images as necessary);
91.4.2	includes an assessment of the tree (or stand of trees) against the Significant Tree Criteria;

INSTRUMENT A**INSTRUMENT OF DELEGATION UNDER THE PLANNING, DEVELOPMENT AND INFRASTRUCTURE ACT 2016, REGULATIONS, PLANNING & DESIGN CODE AND PRACTICE DIRECTIONS OF POWERS OF A COUNCIL AS:**

- A COUNCIL;
- A DESIGNATED AUTHORITY;
- A DESIGNATED ENTITY

91.4.3 is prepared by an urban planner, arborist or person with qualifications, skills or experience relevant to the assessment in the report.

92. Preparation of a Draft Code Amendment (Prior to Consultation)

92.1 The power pursuant to clause 8(1) of PD2 to, prior to consultation occurring on a draft Code Amendment, to:

92.1.1 carry out investigations and obtain such information:

92.1.1.1 as provided in the Proposal to Initiate approved by the Minister;

92.1.1.2 as required under any conditions imposed by the Minister under Section 73(5)(b) of the PDI Act; and

92.1.1.3 as specified by the Commission under Sections 73(6)(e) or 73(6)(f) of the PDI Act;

92.1.2 provide the Department with:

92.1.2.1 written instructions (in a form acceptable to the Department) that set out the intent of the proposed Code Amendment for the purposes of the Department writing the draft policy for inclusion in the draft Code Amendment; and

92.1.2.2 mapping instructions or a description of the Affected Area (in a form acceptable to the Department) in order to enable the Department to prepare and provide to the Designated Entity, mapping which is suitable for inclusion in the draft Code Amendment;

92.1.3 prepare the draft Code Amendment in accordance with the approved Proposal to Initiate and any conditions imposed by the Minister under Section 73(5)(b) of the PDI Act and the requirements of this Practice Direction;

92.1.4 provide the Department with written instructions (in a form acceptable to the Department) to prepare the SA Planning Portal for consultation on the draft Code Amendment; and

92.1.5 provide the Department with the engagement plan prepared (and approved, if required) under these Practice Directions, for the purpose of the Department publishing the engagement plan on the SA Planning Portal.

92.2 The power pursuant to clause 8(2) of PD2, where an engagement plan is amended during any period of consultation or at any time prior to finalisation of the engagement report under the Practice Directions, to provide the Department with the engagement plan (as updated) for the purpose of the

INSTRUMENT A**INSTRUMENT OF DELEGATION UNDER THE PLANNING, DEVELOPMENT AND INFRASTRUCTURE ACT 2016, REGULATIONS, PLANNING & DESIGN CODE AND PRACTICE DIRECTIONS OF POWERS OF A COUNCIL AS:**

- A COUNCIL;
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- A DESIGNATED ENTITY

Department publishing the updated engagement plan on the SA Planning Portal.

93. Requirements For a Draft Code Amendment

93.1 The power pursuant to clause 9(1) of PD2 to support a draft Code Amendment by the following information:

93.1.1 an explanation of the current code policy as it applies to the Affected Area (at the time of preparation of the draft Code Amendment);

93.1.2 an explanation of the amendments to the Code policy proposed for the Affected Area;

93.1.3 an assessment of the strategic planning outcomes intended to be achieved through the draft Code Amendment, including an analysis of the consistency of the draft Code Amendment with the relevant provisions of State Planning Policies, the Regional Plan and any other relevant strategic plans;

93.1.4 a summary and explanation of the investigations undertaken and how these support the draft Code Amendment; and

93.1.5 an explanation of any infrastructure or services required to support development facilitated by the proposed Code Amendment, and an explanation of how and when the infrastructure will be provided.

94. Complying Changes to the Code

94.1 The power pursuant to clause 11(1) of PD2, in relation to a proposal to agree to a complying change to the Code under Section 75 of the PDI Act, to provide the following information to the Department:

94.1.1 description of the relevant recommendations in the Regional Plan which relate to the proposed Code Amendment, including any specific maps or other specific information which clearly and expressly identify the changes relevant to the proposed Code Amendment;

94.1.2 a summary of any consultation which has occurred in accordance with the Charter in relation to the proposed Code Amendment or the relevant Regional Plan, including a copy of the engagement report prepared for the relevant Regional Plan and any additional consultation that has occurred for the proposed Code Amendment;

94.1.3 written instructions (in a form acceptable to the Department) that set out the intent of the proposed Code Amendment for the purposes of the Department writing the draft policy for inclusion in the draft Code Amendment; and

INSTRUMENT A**INSTRUMENT OF DELEGATION UNDER THE PLANNING, DEVELOPMENT AND INFRASTRUCTURE ACT 2016, REGULATIONS, PLANNING & DESIGN CODE AND PRACTICE DIRECTIONS OF POWERS OF A COUNCIL AS:**

- A COUNCIL;
- A DESIGNATED AUTHORITY;
- A DESIGNATED ENTITY

94.1.4 mapping instructions or a description of the Affected Area (in a form acceptable to the Department) in order to enable the Department to prepare and provide to the Designated Entity, mapping which is suitable for inclusion in the draft Code Amendment.

95. Early Commencement of a Code Amendment

95.1 The power pursuant to clause 12(1) of PD2, in relation to a request for early commencement of a Code Amendment under Section 78 of the PDI Act to provide to the Department:

95.1.1 explanation, justification and evidence as necessary to demonstrate how early commencement of the Code Amendment is:

95.1.1.1 necessary in the interest of the orderly and proper development of an area of the state; and

95.1.1.2 required in order to counter applications for undesirable development (which should identify possible future development that would detract from or negate the object of the proposed Code Amendment) ahead of the outcome of consideration of the Code Amendment;

95.1.2 written instructions (in a form acceptable to the Department) that set out the intent of the proposed Code Amendment for the purposes of the Department writing the draft policy for inclusion in the draft Code Amendment; and

95.1.3 mapping instructions or a description of the Affected Area (in a form acceptable to the Department) in order to enable the Department to prepare and provide to the Designated Entity, mapping which is suitable for inclusion in the draft Code Amendment.

STATE PLANNING COMMISSION PRACTICE DIRECTION – 3 (NOTIFICATION OF PERFORMANCE ASSESSED DEVELOPMENT APPLICATIONS) 2019**96. Responsibility to Undertake Notification**

96.1 The power pursuant to clause 6(3)(b) of the State Planning Commission Practice Direction – 3 (Notification of Performance Assessed Development Applications) 2019 (**PD3**) to determine the relevant fee as being appropriate to cover the relevant authority's reasonable costs in giving public notice of the application under Section 107(3)(a)(ii) of the PDI Act.

**STATE PLANNING COMMISSION PRACTICE DIRECTION
(COUNCIL INSPECTIONS) 2020****97. Mandatory Inspections**

INSTRUMENT A**INSTRUMENT OF DELEGATION UNDER THE PLANNING, DEVELOPMENT AND INFRASTRUCTURE ACT 2016, REGULATIONS, PLANNING & DESIGN CODE AND PRACTICE DIRECTIONS OF POWERS OF A COUNCIL AS:**

- A COUNCIL;
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97.1 The power pursuant to clause 2(2) of Part 2 of the State Planning Commission Practice Direction (Council Inspections) 2020 (**PD9**) to, in carrying out an inspection under PD9, take all reasonable steps to ensure each inspection includes an inspection and assessment of the following elements (elements), as may be present at the time of inspection:

97.1.1 primary structural elements;

97.1.2 structural framing and roof trusses;

97.1.3 wet areas and waterproofing;

97.1.4 barriers to prevent falls;

97.1.5 cladding;

97.1.6 egress provisions;

97.1.7 bushfire protection systems;

97.1.8 passive and active fire safety elements;

97.1.9 private bushfire shelters; and

97.1.10 performance solutions.

98. Additional Inspections

98.1 The power pursuant to clause 3(2) of Part 2 of PD9 to consider carrying out an inspection in addition to any specified in clause 2 of Part 2 of PD9 (additional inspections) if the delegate has information to indicate that the circumstances warrant it, having regard to the objects of PD9.

99. Inspections Generally

99.1 The power pursuant to clause 4(3) of Part 2 of PD9, in relation to building work listed in Schedule 7 of the General Regulations to consider if an additional inspection may be appropriate.

100. General Requirements

100.1 The power pursuant to clause 1(2) of Part 3 of PD9 to ensure that an inspection under PD9 and subsequent assessment of each of the applicable elements in clause 2(2) of Part 2 of PD9 is carried out by a person who has the appropriate qualifications, skills, knowledge and experience to carry out an inspection assigned to that officer under PD9.

INSTRUMENT A

INSTRUMENT OF DELEGATION UNDER THE
PLANNING, DEVELOPMENT AND INFRASTRUCTURE ACT 2016, REGULATIONS, PLANNING & DESIGN CODE AND
PRACTICE DIRECTIONS OF POWERS OF A COUNCIL AS:

- A COUNCIL;
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- A DESIGNATED ENTITY

**STATE PLANNING COMMISSION PRACTICE DIRECTION 10 (STAGED OCCUPATION
OF MULTI-STOREY BUILDINGS) 2020**

**101. Conditions that Must be Met for the Staged Occupation of a Partially
Completed Building**

- 101.1 The power pursuant to clause 5(2) of the State Planning Commission Practice Direction 10 (Staged Occupation of Multi-Storey Buildings 2020 (**PD10**)) to, agree to partial occupancy of a partially completed multistorey building.
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INSTRUMENT A

**INSTRUMENT OF DELEGATION UNDER THE
PLANNING, DEVELOPMENT AND INFRASTRUCTURE ACT 2016, REGULATIONS, PLANNING & DESIGN CODE AND
PRACTICE DIRECTIONS OF POWERS OF A COUNCIL AS:**

- A COUNCIL;
- A DESIGNATED AUTHORITY;
- A DESIGNATED ENTITY

SCHEDULE OF CONDITIONS

**CONDITIONS OR LIMITATIONS
APPLICABLE TO DELEGATIONS
CONTAINED IN THIS INSTRUMENT**

Paragraph(s) in instrument to which conditions/limitations apply	Conditions / Limitations
Nil	Nil



Attachment B

Delegations under the Planning, Development and Infrastructure Act 2016





INSTRUMENT B

INSTRUMENT OF DELEGATION UNDER THE PLANNING, DEVELOPMENT AND INFRASTRUCTURE ACT 2016, REGULATIONS, PLANNING AND DESIGN CODE AND PRACTICE DIRECTIONS OF POWERS OF A COUNCIL AS A RELEVANT AUTHORITY

NOTES

1. Conditions or Limitations: conditions or limitations may apply to the delegations contained in this Instrument. Refer to the Schedule of Conditions at the back of this document.
2. Refer to the relevant Council resolution(s) to identify when these delegations were made, reviewed and or amended.

POWERS AND FUNCTIONS DELEGATED IN THIS INSTRUMENT

1.	Environment and Food Production Areas – Greater Adelaide
1.1	The power pursuant to Section 7(5)(a) of the Planning, Development and Infrastructure Act 2016 (the PDI Act), in relation to a proposed development in an environment and food production area that involves a division of land that would create 1 or more additional allotments to seek the concurrence of the Commission in the granting of the development authorisation to the development.
1.2	The power pursuant to Section 7(5)(d) of the PDI Act in relation to a proposed development in an environment and food production area that involves a division of land that would create one or more additional allotments, to, if the proposed development will create additional allotments to be used for residential development, refuse to grant development authorisation in relation to the proposed development.
2.	Related Provisions
2.1	The power pursuant to Section 99(2)(b)(ii) of the PDI Act to, if appropriate, grant development approval in the case of Section 99(1)(d) of the PDI Act.
2.2	The power pursuant to Section 99(3) of the PDI Act where a proposed development is to be undertaken within the area of the Council, to, subject to the regulations, if appropriate, grant the final development approval after all elements of the development have been approved by one or more relevant authorities under Section 99 of the PDI Act.
3.	Matters Against Which Development Must be Assessed
3.1	The power pursuant to Section 102(1) of the PDI Act to assess a development against and grant or refuse a consent in respect of the relevant provisions of the Building Rules (building consent).

INSTRUMENT B**INSTRUMENT OF DELEGATION UNDER THE
PLANNING, DEVELOPMENT AND INFRASTRUCTURE ACT 2016, REGULATIONS, PLANNING AND DESIGN CODE AND
PRACTICE DIRECTIONS
OF POWERS OF A COUNCIL AS A RELEVANT AUTHORITY**

3.2	The power pursuant to Section 102(8) of the PDI Act, when all relevant consents have been granted in relation to a development, to in accordance with the PDI Act, indicate that the development is approved.
4.	Building Consent
4.1	The power pursuant to Section 118(1) of the PDI Act, if the Regulations provide that a form of building work complies with the Building Rules, to grant any such building work a building consent (subject to such conditions or exceptions as may be prescribed by the regulations).
4.2	The power pursuant to Section 118(2)(a) of the PDI Act to seek the concurrence of the Commission to grant a building consent in respect of a development that is at variance with the performance requirements of the Building Code or a Ministerial building standard.
4.3	The power pursuant to Section 118(2) of the PDI Act, subject to Section 118(6) of the PDI Act, to grant a building consent to a development that is at variance with the Building Rules if:
4.3.1	the variance is with a part of the Building Rules other than the Building Code or a Ministerial building standard and the delegate determines that it is appropriate to grant the consent despite the variance on the basis that the delegate is satisfied:
4.3.1.1	that:
	(a) the provisions of the Building Rules are inappropriate to the particular building or building work, or the proposed building work fails to conform with the Building Rules only in minor respects; and
	(b) the variance is justifiable having regard to the objects of the Planning and Design Code or the performance requirements of the Building Code or a Ministerial building standard (as the case may be) and would achieve the objects of this Act as effectively, or more effectively, than if the variance were not to be allowed; or
4.3.1.2	in a case where the consent is being sought after the development has occurred - that the variance is justifiable in the circumstances of the particular case.
4.4	The power pursuant to Section 118(4) of the PDI Act, to at the request or with the agreement of the applicant, refer proposed building work to the Commission for an opinion on whether or not it complies with the performance requirements of the Building Code or a Ministerial building standard.
4.5	The power pursuant to Section 118(6) of the PDI Act if an inconsistency exists between the Building Rules and the Planning Rules in relation to a State heritage place or a local heritage place, to, in determining an application for building consent, ensure, so far as is reasonably practicable, that standards of building soundness, occupant safety and amenity are achieved in respect of the development that are as good as can reasonably be achieved in the circumstances.

INSTRUMENT B**INSTRUMENT OF DELEGATION UNDER THE
PLANNING, DEVELOPMENT AND INFRASTRUCTURE ACT 2016, REGULATIONS, PLANNING AND DESIGN CODE AND
PRACTICE DIRECTIONS
OF POWERS OF A COUNCIL AS A RELEVANT AUTHORITY**

4.6	The power pursuant to Section 118(7) of the PDI Act to seek and consider the advice of the Commission before imposing or agreeing to a requirement under Section 18(6) of the PDI Act that would be at variance with the performance requirements of the Building Code or a Ministerial building standard.
4.7	The power pursuant to Section 118(8) of the PDI Act, to, subject to the PDI Act, accept that proposed building work complies with the Building Rules to the extent that:
4.7.1	such compliance is certified by the provision of technical details, particulars, plans, drawings or specifications prepared and certified in accordance with the regulations; or
4.7.2	such compliance is certified by a building certifier.
4.8	The power pursuant to Section 118(10) of the PDI Act to refuse to grant a consent in relation to any development if, as a result of that development, the type or standard of construction of a building of a particular classification would cease to conform with the requirements of the Building Rules for a building of that classification
4.9	The power pursuant to Section 118(11) of the PDI Act, if a relevant authority decides to grant building consent in relation to a development that is at variance with the Building Rules, to, subject to the regulations, in giving notice of the relevant authority's decision on the application for that consent, specify (in the notice or in an accompanying document):
4.9.1	the variance; and
4.9.2	the grounds on which the decision is being made.
5.	Application and Provision of Information
5.1	The power pursuant to Section 119(1)(b) of the PDI Act to require an application to the relevant authority for the purposes of Part 7 of the PDI Act, to include any information as the delegate may reasonably require.
5.2	The power pursuant to Section 119(3) of the PDI Act to request an applicant:
5.2.1	to provide such additional documents, assessments or information (including calculations and technical details) as the delegate may reasonably require to assess the application;
5.2.2	to remedy any defect or deficiency in any application or accompanying document or information required by or under the PDI Act;
5.2.3	to consult with an authority or body prescribed by the regulations;
5.2.4	to comply with any other requirement prescribed by the regulations.
5.3	The power pursuant to Section 119(6)(b) of the PDI Act if a request is made under Section 119(3) of the PDI Act and the request is not complied with within the time specified by the Regulations, subject to Section 119(6)(b)(ii), to refuse the application.
5.4	The power pursuant to Section 119(7) of the PDI Act to, in dealing with an application that relates to a regulated tree, consider that special circumstances apply.

INSTRUMENT B**INSTRUMENT OF DELEGATION UNDER THE
PLANNING, DEVELOPMENT AND INFRASTRUCTURE ACT 2016, REGULATIONS, PLANNING AND DESIGN CODE AND
PRACTICE DIRECTIONS
OF POWERS OF A COUNCIL AS A RELEVANT AUTHORITY**

5.5	The power pursuant to Section 119(9) of the PDI Act to:
5.5.1	permit an applicant:
5.5.1.1	to vary an application;
5.5.1.2	to vary any plans, drawings, specifications or other documents that accompanied an application, (provided that the essential nature of the proposed development is not changed);
5.5.2	permit an applicant to lodge an application without the provision of any information or document required by the regulations;
5.5.3	to the extent that the fee is payable to the relevant authority waive payment of whole or part of the application fee, or refund an application fee (in whole or in part);
5.5.4	if there is an inconsistency between any documents lodged with the relevant authority for the purposes of Part 7 of the PDI Act (whether by an applicant or any other person), or between any such document and a development authorisation that has already been given that is relevant in the circumstances, return or forward any document to the applicant or to any other person and determine not to finalise the matter until any specified matter is resolved, rectified or addressed.
5.6	The power pursuant to Section 119(10) of the PDI Act to grant a permission under Section 119(9) of the PDI Act unconditionally or subject to such conditions as the delegate thinks fit.
5.7	The power pursuant to Section 119(12) of the PDI Act to, in a consent, provide for, or envisage, the undertaking of development in stages, with separate consents or approvals for the various stages.
5.8	The power pursuant to Section 119(14) of the PDI Act to if an applicant withdraws an application to determine to refund the application fee.
6.	Referrals to Other Authorities or Agencies
6.1	The power pursuant to Section 122(1) of the PDI Act, where an application for consent to, or approval of, a proposed development of a prescribed class is to be assessed by a relevant authority, to:
6.1.1	refer the application, together with a copy of any relevant information provided by the applicant, to a body prescribed by the regulations (including, if so prescribed, the Commission); and
6.1.2	not make a decision until the relevant authority has received a response from that prescribed body in relation to the matter or matters for which the referral was made
	where the regulations so provide, subject to Section 122 of the PDI Act.

INSTRUMENT B**INSTRUMENT OF DELEGATION UNDER THE
PLANNING, DEVELOPMENT AND INFRASTRUCTURE ACT 2016, REGULATIONS, PLANNING AND DESIGN CODE AND
PRACTICE DIRECTIONS
OF POWERS OF A COUNCIL AS A RELEVANT AUTHORITY**

6.2	The power pursuant to Section 122(5)(b) of the PDI Act, acting by direction of a prescribed body:
6.2.1	to refuse the application; or
6.2.2	consent to or approve the development and impose such conditions as the prescribed body thinks fit, (subject to any specific limitation under another Act as to the conditions that may be imposed by the prescribed body)
	where the regulations so provide.
6.3	The power pursuant to Section 122(7) of the PDI Act, if the relevant authority is directed by a prescribed body to refuse an application and the refusal is the subject of an appeal under the PDI Act, to apply for the relevant authority to be joined as a party to the proceedings.
6.4	The power pursuant to Section 122(10) of the PDI Act to, if requested by an applicant, defer a referral under Section 122 of the PDI Act to a particular stage in the process of assessment.
7.	Proposed Development Involving Creation of Fortifications
7.1	The power pursuant to Section 124(1) of the PDI Act, if the delegate has reason to believe that a proposed development may involve the creation of fortifications, to refer the application for consent to, or approval of, the proposed development to the Commissioner of Police (the Commissioner).
7.2	The power pursuant to Section 124(5) of the PDI Act, if the Commissioner determines that the proposed development involves the creation of fortification, to:
7.2.1	if the proposed development consists only of the creation of fortifications – refuse the application;
7.2.2	in any other case – impose conditions in respect of any consent to or approval of the proposed development prohibiting the creation of the fortification.
7.3	The power pursuant to Section 124(6) of the PDI Act, if the relevant authority acting on the basis of a determination of the Commissioner under Section 124(2) of the PDI Act refuses an application or imposes conditions in respect of a development authorisation, to notify the applicant that the application was refused, or the conditions imposed, on the basis of a determination of the Commissioner under Section 124 of the PDI Act.
7.4	The power pursuant to Section 124(7) of the PDI Act, if a refusal or condition referred to in Section 124(5) of the PDI Act is the subject of an appeal under the PDI Act, to apply to the Court to be joined as a party to the appeal.
8.	Determination of Application
8.1	The power pursuant to Section 126(1) of the PDI Act to, on making a decision on an application under Part 7 of the PDI Act, give notice of the decision in accordance with the regulations (and, in the case of a refusal, to include in the notice the reasons for the refusal and any appeal rights that exist under the PDI Act).

INSTRUMENT B**INSTRUMENT OF DELEGATION UNDER THE
PLANNING, DEVELOPMENT AND INFRASTRUCTURE ACT 2016, REGULATIONS, PLANNING AND DESIGN CODE AND
PRACTICE DIRECTIONS
OF POWERS OF A COUNCIL AS A RELEVANT AUTHORITY**

8.2	The power pursuant to Section 126(3) of the PDI Act to, on the delegate's own initiative or on the application of a person who has the benefit of any relevant development authorisation, extend a period prescribed under Section 126(2) of the PDI Act.
9.	Conditions
9.1	The power pursuant to Section 127(1) of the PDI Act to make a decision subject to such conditions (if any) as the delegate thinks fit to impose in relation to the development.
9.2	The power pursuant to Section 127(2)(c) of the PDI Act to vary or revoke a condition in accordance with an application under Part 7 of the PDI Act.
10.	Variation of Authorisation
10.1	The power pursuant to Sections 128(1) and (2) of the PDI Act to determine an application seeking the variation of a development authorisation previously given under the PDI Act (including an application seeking the variation of a condition imposed with respect to the development authorisation).
10.2	The power pursuant to Section 128(2)(d) of the PDI Act to approve an application for a variation to a development authorisation previously given under the PDI Act, which seeks to extend the period for which the relevant authorisation remains operative.
11.	Saving Provisions
11.1	The power pursuant to Section 133(3) of the PDI Act to, in order to avoid or reduce hardship, extend the limitation period referred to in Section 133(2) of the PDI Act.
12.	Requirement to Up-grade
12.1	The power pursuant to Section 134(1) of the PDI Act to form the opinion that the building is unsafe, structurally unsound or in an unhealthy condition.
12.2	The power pursuant to Section 134(1) of the PDI Act, if:
12.2.1	an application for a building consent relates to:
12.2.1.1	building work in the nature of an alteration to a building constructed before the date prescribed by regulation for the purposes of Section 134(1) of the PDI Act; or
12.2.1.2	a change of classification of a building; and
12.2.2	the building is, in the opinion of the delegate, unsafe, structurally unsound or in an unhealthy condition,
	to require that building work that conforms with the requirements of the Building Rules be carried out to the extent reasonably necessary to ensure that the building is safe and conforms to proper structural and health standards.
12.3	The power pursuant to Section 134(2) of the PDI Act, when imposing a requirement under Section 134(1) of the PDI Act, to specify (in reasonable detail) the matters

INSTRUMENT B**INSTRUMENT OF DELEGATION UNDER THE
PLANNING, DEVELOPMENT AND INFRASTRUCTURE ACT 2016, REGULATIONS, PLANNING AND DESIGN CODE AND
PRACTICE DIRECTIONS
OF POWERS OF A COUNCIL AS A RELEVANT AUTHORITY**

	under Section 134(1)(b) of the PDI Act that must, in the opinion of the delegate, be addressed.
12.4	The power pursuant to Section 134(3) of the PDI Act to impose a requirement under Section 134(1) of the PDI Act:
12.4.1	subject to Section 134(3)(b) of the PDI Act - on the basis that the relevant matters must be addressed as part of the application before the relevant authority will grant building consent; and
12.4.2	in cases prescribed by the regulations - as a condition of the building consent that must be complied with within a prescribed period after the building work to which the application for consent relates is completed
12.5	The power pursuant to Section 134(4) of the PDI Act if:
12.5.1	an application is made for building consent for building work in the nature of an alteration of a class prescribed by the regulations; and
12.5.2	the delegate is of the opinion that the affected part of the building does not comply with the performance requirements of the Building Code or a Ministerial building standard in relation to access to buildings, and facilities and services within buildings, for people with disabilities,
	to require that building work or other measures be carried out to the extent necessary to ensure that the affected part of the building will comply with those performance requirements of the Building Code or the Ministerial building standard (as the case may be).
12.6	The power pursuant to Section 134(5) of the PDI Act to impose a requirement under Section 134(4) of the PDI Act:
12.6.1	subject to Section 134(5)(b) of the PDI Act - on the basis that the building work or other measures to achieve compliance with the relevant performance requirements must be addressed before the relevant authority will grant building consent; and
12.6.2	in cases prescribed by the regulations - as a condition of the building consent that must be complied with within a prescribed period after the building work to which the application for consent relates is completed.
13.	Urgent Building Work
13.1	The power pursuant to Section 135(2)(d) of the PDI Act to issue any direction.
14.	Cancellation of Development Authorisation
14.1	The power pursuant to Section 143(1) of the PDI Act to, on the application of a person who has the benefit of the authorisation, cancel a development authorisation previously given by the relevant authority.
14.2	The power pursuant to Section 143(2) of the PDI Act to make a cancellation under Section 143(1) of the PDI Act subject to such conditions (if any) as the delegate thinks fit to impose.

INSTRUMENT B**INSTRUMENT OF DELEGATION UNDER THE
PLANNING, DEVELOPMENT AND INFRASTRUCTURE ACT 2016, REGULATIONS, PLANNING AND DESIGN CODE AND
PRACTICE DIRECTIONS
OF POWERS OF A COUNCIL AS A RELEVANT AUTHORITY**

15. Professional Advice to be Obtained in Relation to Certain Matters

15.1 The power pursuant to Section 235(1) of the PDI Act, to, in the exercise of a prescribed function, rely on a certificate of a person with prescribed qualifications.

15.2 The power pursuant to Section 235(2) of the PDI Act to seek and consider the advice of a person with prescribed qualifications, or a person approved by the Minister for that purpose, in relation to a matter arising under the PDI Act that is declared by regulation to be a matter on which such advice should be sought.

16. Continuation of Processes

16.1 The power pursuant to Clause 18(2) of Schedule 8 of the PDI Act, to:

16.1.1 adopt any findings or determinations of a relevant authority under the repealed Act that may be relevant to an application to which Clause 18(1) of Schedule 8 of the PDI Act applies; and

16.1.2 adopt or make any decision (including a decision in the nature of a determination), direction or order in relation to an application to which Clause 18(1) of Schedule 8 of the PDI Act applies; and

16.1.3 deal with any matter that is subject to a reserved decision under the repealed Act before the designated day; and

16.1.4 deal with any requirement or grant any variation imposed or proposed in connection with an application to which Clause 18(1) of Schedule 8 of the PDI Act applies; and

16.1.5 take any other step or make any other determination authorised by the regulations, or that is reasonably necessary to promote or ensure a smooth transition on account of the transfer of functions, powers or duties under Clause 18 of Schedule 8 of the PDI Act.

PLANNING, DEVELOPMENT AND INFRASTRUCTURE (GENERAL) REGULATIONS 2017

17. Accredited Professionals

17.1 The power pursuant to Regulation 25(7)(c) of the Planning, Development and Infrastructure (General) Regulations 2017 (**the General Regulations**) to form the opinion and be satisfied, on the basis of advice received from the accreditation authority under the Planning, Development and Infrastructure (Accredited Professionals) Regulations 2019, a relevant professional association, or other relevant registration or accreditation authority, that a person has engineering or other qualifications that qualify the person to act as a technical expert under Regulation 25 of the General Regulations.

18. Verification of Application

18.1 The power pursuant to Regulation 31(1) of the General Regulations, on the receipt of an application under Section 119 of the PDI Act, and in addition to any other requirement under the General Regulations, to, in order to ensure that an application has been correctly lodged and can be assessed in accordance with the PDI Act:

INSTRUMENT B**INSTRUMENT OF DELEGATION UNDER THE
PLANNING, DEVELOPMENT AND INFRASTRUCTURE ACT 2016, REGULATIONS, PLANNING AND DESIGN CODE AND
PRACTICE DIRECTIONS
OF POWERS OF A COUNCIL AS A RELEVANT AUTHORITY**

18.1.1	determine the nature of the development; and
18.1.2	if the application is for planning consent - determine:
18.1.2.1	whether the development involves 2 or more elements and, if so, identify each of those elements for the purposes of assessment against the provisions of the Planning and Design Code; and
18.1.2.2	the category or categories of development that apply for the purposes of development assessment; and
18.1.3	determine whether the relevant authority is the correct entity to assess the application under the PDI Act; and
18.1.4	if the relevant authority is the correct entity to assess the application (or any part of the application):
18.1.4.1	check that the appropriate documents and information have been lodged with the application; and
18.1.4.2	confirm the prescribed fees required to be paid at that point; and
18.1.4.3	provide an appropriate notice via the SA planning portal; and
18.1.5	if the relevant authority is not the correct entity to assess the application (or any part of the application):
18.1.5.1	provide the application (or any relevant part of the application), and any relevant plans, drawings, specifications and other documents and information in its possession, to the entity that the delegate considers to be the correct relevant authority in accordance with any practice direction; and
18.1.5.2	provide an appropriate notice via the SA planning portal.

19. Amended Applications

19.1	The power pursuant to Regulation 35(3) of the General Regulations if an application is varied following referral under Division 2 or giving of notice under Division 3, to, if the variations are not substantial, consider the application without the need to repeat an action otherwise required under Division 2 or Division 3.
19.2	The power pursuant to Regulation 35(4) of the General Regulations if a variation would change the essential nature of a proposed development (as referred to in Section 119(9)(a) of the PDI Act), to agree with the applicant to proceed with the variation on the basis that the application (as so varied) will be treated as a new application under the General Regulations.

20. Withdrawing/Lapsing Applications

20.1	The power pursuant to Regulation 38(1) of the General Regulations if an application is withdrawn by the applicant under Section 119(14) of the PDI Act, to notify:
20.1.1	any agency to which the application has been referred under Division 2 of the General Regulations; and

INSTRUMENT B**INSTRUMENT OF DELEGATION UNDER THE
PLANNING, DEVELOPMENT AND INFRASTRUCTURE ACT 2016, REGULATIONS, PLANNING AND DESIGN CODE AND
PRACTICE DIRECTIONS
OF POWERS OF A COUNCIL AS A RELEVANT AUTHORITY**

20.1.2	any person who has made a representation in relation to the application under Division 3 of the General Regulations,
	of the withdrawal.
20.2	The power pursuant to Regulation 38(2) of the General Regulations to lapse an application for a development authorisation under Part 7 of the PDI Act if at least one year has passed since the date on which the application was lodged with the relevant authority.
20.3	The power pursuant to Regulation 38(3) of the General Regulations before taking action to lapse an application under Regulation 38(2) of the General Regulations to:
20.3.1	take reasonable steps to notify the applicant of the action under consideration; and
20.3.2	allow the applicant a reasonable opportunity to make submissions to the delegate (in a manner and form determined by the delegate) about the proposed course of action.
21.	Court Proceedings
21.1	The power pursuant to Regulation 40 of the General Regulations to, subject to Section 214(14) of the PDI Act, by notice in writing to the applicant, decline to deal with the application until any proceedings under the PDI Act have been concluded.
22.	Additional Information or Amended Plans
22.1	The power pursuant to Regulation 42(1) of the General Regulations if the relevant authority has referred an application to a prescribed body under Division 1 of the General Regulations and the relevant authority subsequently receives additional information, or an amended plan, drawing or specification, which is materially relevant to the referral, or to any report obtained as part of the referral process, to repeat the referral process.
23.	Building Matters
23.1	The power pursuant to Regulation 45(1) of the General Regulations to, if, in assessing an application for building consent, the delegate considers that:
23.1.1	a proposed performance solution within the meaning of the Building Code requires assessment against a performance requirement of the Building Code which provides for the intervention of a fire authority; or
23.1.2	the proposed development is at variance with a performance requirement of the Building Code which provides for the intervention of a fire authority; or
23.1.3	special problems for fire fighting could arise due to hazardous conditions of a kind described in Section E of the Building Code,
	refer the application to the relevant fire authority for comment and report unless the fire authority indicates to the relevant authority that a referral is not required.
23.2	The power pursuant to Regulation 45(2) of the General Regulations, if a report is not received from the fire authority on a referral under Regulation 45(1) of the General

INSTRUMENT B**INSTRUMENT OF DELEGATION UNDER THE
PLANNING, DEVELOPMENT AND INFRASTRUCTURE ACT 2016, REGULATIONS, PLANNING AND DESIGN CODE AND
PRACTICE DIRECTIONS
OF POWERS OF A COUNCIL AS A RELEVANT AUTHORITY**

	Regulations within 20 business days, to presume that the fire authority does not desire to make a report.
23.3	The power pursuant to Regulation 45(3) of the General Regulations to have regard to any report received from a fire authority under Regulation 45 of the General Regulations.
23.4	The power pursuant to Regulation 45(4) of the General Regulations, if, in respect of an application referred to a fire authority under Regulation 45 of the General Regulations, the fire authority:
23.4.1	recommends against the granting of building consent; or
23.4.2	concurs in the granting of consent on conditions specified in its report,
	but the delegate:
23.4.3	proposes to grant building consent despite a recommendation referred to in Regulation 45(4)(a) of the General Regulations; or
23.4.4	does not propose to impose the conditions referred to in Regulation 45(b) of the General Regulations, or proposes to impose the conditions in varied form, on the grant of consent,
	to:
23.4.5	refer the application to the Commission; and
23.4.6	not grant consent unless the Commission concurs in the granting of the consent.
23.5	The power pursuant to Regulation 45(5) of the General Regulations to provide to the Commission a copy of any report received from a fire authority under Regulation 45(1) of the General Regulations that relates to an application that is referred to the Commission under the PDI Act.
24.	Notice of Decision (Section 126(1))
24.1	The power pursuant to Regulation 57(2)(b) of the General Regulations to provide notice via the SA Planning Portal and to determine if necessary to give notice to the applicant in some other way determined to be appropriate by the delegate.
24.2	The power pursuant to Regulation 57(4)(a) of the General Regulations to endorse a set of any approved plans and other relevant documentation with an appropriate form of authentication.
25.	Consideration of Other Development Authorisations
25.1	The power pursuant to Regulation 60 of the General Regulations, to, in deciding whether to grant a development authorisation, take into account any prior development authorisation that relates to the same proposed development under the PDI Act, and any conditions that apply in relation to that prior development authorisation.
26.	Certificate of Independent Technical Expert in Certain Cases

INSTRUMENT B**INSTRUMENT OF DELEGATION UNDER THE
PLANNING, DEVELOPMENT AND INFRASTRUCTURE ACT 2016, REGULATIONS, PLANNING AND DESIGN CODE AND
PRACTICE DIRECTIONS
OF POWERS OF A COUNCIL AS A RELEVANT AUTHORITY**

26.1	The power pursuant to Regulation 61(4)(c) of the General Regulations to form the opinion and be satisfied on the basis of advice received from the accreditation authority under the Planning, Development and Infrastructure (Accredited Professionals) Regulations 2019, a relevant professional association, or another relevant registration or accreditation authority, that a person has engineering or other qualifications, qualify the person to act as a technical expert under this regulation.
27. Urgent Work	
27.1	The power pursuant to Regulation 63(1) of the General Regulations to,
27.1.1	determine a telephone number determined for the purposes of Regulation 63(1)(a) of the General Regulations; and
27.1.2	determine the email address for the purposes of Regulation 63(1)(b) of the General Regulations.
27.2	The power pursuant to Regulation 63(2) of the General Regulations to, for the purposes of Section 135(2)(c) of the PDI Act, allow a longer period.
27.3	The power pursuant to Regulation 63(3) of the General Regulations to, for the purposes of Section 135(2)(c) of the PDI Act, allow a longer period.
28. Variation of Authorisation (Section 128)	
28.1	The power pursuant to Regulation 65(1)(a) of the General Regulations to, for the purposes of Section 128(2)(b) of the PDI Act, if a person requests the variation of a development authorisation previously given under the Act (including by seeking the variation of a condition imposed with respect to the development authorisation) to form the opinion and be satisfied that the variation is minor in nature, and approve the variation.
29. Construction Industry Training Fund	
29.1	The power pursuant to Regulation 99(4) of the General Regulations, if after assessing a proposed development against the building rules the delegate is yet to be satisfied that the appropriate levy has been paid under the <i>Construction Industry Training Fund Act 1993</i> or is not payable, to notify the applicant that the delegate cannot issue a building consent until the delegate is satisfied that the levy has been paid or is not payable.
29.2	The power pursuant to Regulation 99(5) of the General Regulations, if a notification has been given under Regulation 99(4) of the General Regulations and if satisfactory evidence is not provided to the delegate within 20 business days after the date of the notification to, if the delegate thinks fit, determine that the application has lapsed.
30. Plans for Building Work	
30.1	The power pursuant to Clause 4(3) of Schedule 8 of the General Regulations, in relation to an application for building consent for development consisting of or involving an alteration to a building, if:
30.1.1	the applicant is applying for a change in the classification of the building to a classification other than Class 10 under the Building Code; or

INSTRUMENT B**INSTRUMENT OF DELEGATION UNDER THE
PLANNING, DEVELOPMENT AND INFRASTRUCTURE ACT 2016, REGULATIONS, PLANNING AND DESIGN CODE AND
PRACTICE DIRECTIONS
OF POWERS OF A COUNCIL AS A RELEVANT AUTHORITY**

30.1.2 the building was erected before 1 January 1974 and the applicant is applying for a classification other than Class 10 under the Building Code to be assigned to the building,

to require the application to be accompanied by such details, particulars, plans, drawings, specifications and other documents (in addition to the other documents required to accompany the application) as the delegate reasonably requires to show that the entire building will, on completion of the building work, comply with the requirements of the PDI Act and the General Regulations for a building of the classification applied for or with so many of those requirements as will ensure that the building is safe and conforms to a proper structural standard.

PLANNING, DEVELOPMENT AND INFRASTRUCTURE (FEES, CHARGES AND CONTRIBUTIONS) REGULATIONS 2019**31. Calculation or Assessment of Fees**

31.1 The power pursuant to Regulation 5(1) of the PDI (Fees, Charges and Contributions) Regulations 2019 (**the Fees Regulations**) in relation to an application which is duly lodged with the Council under a related set of regulations (including via the SA planning portal):

31.1.1 to require the applicant to provide such information as the delegate may reasonably require to calculate a prescribed fee; and

31.1.2 to make any other determination for the purposes of the Fees Regulations a related set of regulations or a fee notice (even if the Council is not a relevant authority).

31.2 The power pursuant to Regulation 5(2) of the Fees Regulations, if the delegate is acting under Regulation 5(1) of the Fees Regulations, or as the delegate of a relevant authority, believes that any information provided by an applicant is incomplete or inaccurate, to calculate a prescribed fee on the basis of estimates made by the delegate.

31.3 The power pursuant to Regulation 5(3) of the Fees Regulations to, at any time, and despite an earlier calculation or acceptance of an amount in respect of the fee, reassess a fee payable under the Fees Regulations or a related set of regulations.

32. Waiver or Refund of Fee

32.1 The power pursuant to Regulation 7 of the Fees Regulations to, as the delegate considers appropriate to do so:

32.1.1 waive the payment of the fee, or the payment of part of the fee; or

32.1.2 refund the whole or a part of the fee.

INSTRUMENT B

**INSTRUMENT OF DELEGATION UNDER THE
PLANNING, DEVELOPMENT AND INFRASTRUCTURE ACT 2016, REGULATIONS, PLANNING AND DESIGN CODE AND
PRACTICE DIRECTIONS
OF POWERS OF A COUNCIL AS A RELEVANT AUTHORITY**

STATE PLANNING COMMISSION PRACTICE DIRECTION 18 OUTLINE CONSENT

33. Circumstances in Which Outline Consent May be Granted

-
- 33.1 The power pursuant to clause 5(1)(b) of the State Planning Commission Practice Direction 18 Outline Consent (**PD18**) to provide advice to an applicant that if the application were to be for planning consent, the council would request the Minister to give notice under Section 94(1)(g) of the PDI Act.
-

INSTRUMENT B

**INSTRUMENT OF DELEGATION UNDER THE
PLANNING, DEVELOPMENT AND INFRASTRUCTURE ACT 2016, REGULATIONS, PLANNING AND DESIGN CODE AND
PRACTICE DIRECTIONS
OF POWERS OF A COUNCIL AS A RELEVANT AUTHORITY**

SCHEDULE OF CONDITIONS

**CONDITIONS OR LIMITATIONS
APPLICABLE TO DELEGATIONS
CONTAINED IN THIS INSTRUMENT**

Paragraph(s) in instrument to which conditions/limitations apply	Conditions / Limitations
Nil	Nil

11.10 SUB-DELEGATION AND AUTHORISATIONS – MINISTER’S GENERAL APPROVAL FOR ROAD TRAFFIC ACT

REPORT AUTHOR: Manager, Governance
GENERAL MANAGER: General Manager, Governance & Civic Affairs
CONTACT NUMBER: 8366 4593
FILE REFERENCE: qA160647
ATTACHMENTS: A - B

PURPOSE OF REPORT

The purpose of this report is to seek the Council's approval for the sub-delegations and authorisations made pursuant to the Minister for Transport & Infrastructure's *Instrument of General Approval and Delegation (dated 22 August 2013)*.

BACKGROUND

The primary purpose of delegating powers and functions is to facilitate an efficient and effective organisation by allowing decisions to be made by the staff who conduct the day-to-day operations and to ensure that decisions are made at the appropriate level.

As Elected Members will recall, the Council resolved to grant the delegation of powers and functions of the Council under many pieces of legislation to the Chief Executive Officer at the Council Meeting held on 8 October 2024. These delegated powers and functions will be effective from 1 December 2024, with the current delegated powers and functions in effect until midnight 30 November 2024.

The Instruments of Delegation for powers and functions under the *Planning, Development and Infrastructure Act 2016*, are the subject of a separate report to this Council Meeting.

RELEVANT STRATEGIC DIRECTIONS & POLICIES

Not Applicable.

FINANCIAL AND BUDGET IMPLICATIONS

Not Applicable.

EXTERNAL ECONOMIC IMPLICATIONS

Not Applicable.

SOCIAL ISSUES

Not Applicable.

CULTURAL ISSUES

Not Applicable.

ENVIRONMENTAL ISSUES

Not Applicable.

RESOURCE ISSUES

Not Applicable.

RISK MANAGEMENT

The adoption of an appropriate framework of delegations allows for decision making at appropriate levels within the organisation.

CONSULTATION

- **Elected Members**
Not Applicable.
- **Community**
Not Applicable.
- **Staff**
Consultation has been undertaken with relevant staff through the review of the Delegations and further consultation will occur through the sub-delegation process.
- **Other Agencies**
Not Applicable.

DISCUSSION

In accordance with the power conferred on the Minister for Transport & Infrastructure under the *Road Traffic Act 1961* (RT Act), the Minister granted general authorisations and delegations to all Councils for the purposes of exercising specific powers and functions under the RT Act via the *Instrument of General Approval and Delegation (dated 22 August 2013)* (the General Approval). For reference, the General Approval is contained within **Attachment A**.

The General Approval permits the Council to:

1. sub-delegate the powers under Section 33(1) of the RT Act to the Chief Executive Officer; and
2. authorise employees of the Council to exercise the powers under sections 17 and 20 of the RT Act.

Sub-delegation of powers under Section 33(1) of the RT Act

Section 33(1) of the RT Act relates to '*Road closing and exemptions for certain events*' and prescribes:

- (1). *On the application of any person interested, the Minister may declare an event to be an event to which this section applies and may do either or both of the following:*
 - (a). *make an order directing that specified roads (being roads on which the event is to be held or roads that, in the Minister's opinion, should be closed for the purposes of the event) be closed to traffic for a period specified in, or determined in accordance with, the order;*
 - (b). *make an order directing that persons participating in the event be exempted, in relation to specified roads, from the duty to observe an enactment, regulation or by-law prescribing a rule to be observed on roads by pedestrians or drivers of vehicles.*

The General Approval delegates the above powers to the Council and the attached *Instrument of Sub-Delegation under the General Approval – Road Traffic Act 1961*, as contained in **Attachment B**, sub-delegates these powers to the Chief Executive Officer. The Chief Executive Officer cannot further delegate this sub-delegation.

Authorising employees of the Council to exercise powers under Sections 17 and 20 of the RT Act

Section 17 of the RT Act relates to '*Installation etc of traffic control devices – general provisions*', and Section 20 of the RT Act relates to '*Work areas and work sites*'.

The General Approval provides that any authorisations to staff of the Council, must be made in writing and approved by the Chief Executive Officer on behalf of the Council. For this reason, the Chief Executive Officer will, on behalf of the Council make these authorisations and these are therefore not presented to the Council and will remain in place until such time as the Chief Executive Officer revokes them.

However, Clause A.7 of the General Approval includes various conditions which apply to the exercise of the Council's power to install, maintain, alter, operate or remove any traffic control device as follows:

- (a) a Traffic Impact Statement must be prepared by a person who the Council considers is an experienced traffic engineering practitioner;
- (b) the Traffic Impact Statement must be endorsed by a person authorised by the Council.

In addition, Clause E.2 of the General Approval, requires all traffic control devices for the purpose of an event other than those specified in Clause A.8 to be installed in accordance with a Traffic Management Plan that is prepared by a person, who in the opinion of the Council, has an appropriate level of knowledge and expertise in the preparation of traffic management plans.

In summary, the Council is required to authorise the appropriate people to do the following within the circumstances prescribed in the General Approval:

- prepare a Traffic Impact Statement;
- endorse a Traffic Impact Statement; and
- prepare a Traffic Management Plan

These authorisations are therefore included as part of the recommendation for the Council's consideration and adoption.

OPTIONS

Delegations are an essential component in the operation of any organisation and an important governance requirement. The majority of the delegations are of an administrative nature and are necessary for the efficient and effective implementation of decisions and the administration of Council business and operations and the efficient use of limited resources.

Without appropriate delegations, a substantial number of minor matters would need to be referred to the Council for decision and the task of running the Council's operation efficiently and effectively would be made unnecessarily more difficult, complex, unwieldy and unsustainable.

The authorisations contained in this report are part of the Council's delegation framework. Unlike delegations (and sub-delegations) however, authorisations are made to individuals rather than to the position an individual holds. Therefore, authorisation is provided to the individual person listed in the recommendation and their position within the Council is included for information purposes.

CONCLUSION

Council decision making occurs either by resolution of the Council in a Council Meeting or through delegation. The review of the Council's delegation framework ensures compliance with legislative requirements and the effective administration of Council's powers, functions and duties.

The sub-delegations and authorisations under the General Approval are another important element in the Council's delegation framework.

COMMENTS

The sub-delegations and authorisations determined by the Council will take effect immediately.

RECOMMENDATION

1. The Council notes the *Instrument of General Approval and Delegation to Council (dated 22 August 2013)* from the Minister for Transport and Infrastructure (General Approval) as contained in Attachment A.
2. That the previous sub-delegation of powers and functions to the Chief Executive Officer, and authorisations, made by the Council under the General Approval be revoked.
3. That the Council resolves to grant the sub-delegation of powers under the *Road Traffic Act 1961*, as provided for in the General Approval to the Chief Executive Officer in the attached *Instrument of Sub-Delegation under the General Approval – Road Traffic Act 1961* (Attachment B).
4. In accordance with the General Approval, the Council authorises the following persons pursuant to Clause A.7 of the General Approval to endorse Traffic Impact Statements for the purposes of Clause A of the General Approval provided that such person(s) shall take into account the matters specified in Clause A.7 of the General Approval in respect of Traffic Impact Statements:
 - Rebecca Vander Pennen (Traffic Engineer)
 - Derek Langman (General Manager, Infrastructure & Major Projects)
 - Michael Moshos (Project Manager, Civil)
 - Josef Casilla (Project Manager, Assets)
 - Michael Surnak (Project Officer, Civil)
5. In accordance with Clause A.7 of the General Approval, the Council is of the opinion that the following persons are experienced traffic engineering practitioner(s) for the purposes of preparing a Traffic Impact Statement as required by Clause A.7 of the General Approval:
 - Rebecca Vander Pennen (Traffic Engineer)
 - Derek Langman (General Manager, Infrastructure & Major Projects)
 - Michael Moshos (Project Manager, Civil)
 - Josef Casilla (Project Manager, Assets)
 - Michael Surnak (Project Officer, Civil)
6. In accordance with Clause E.2 of the General Approval, the Council is of the opinion that the following persons have an appropriate level of knowledge and expertise in the preparation of Traffic Management Plans:
 - Rebecca Vander Pennen (Traffic Engineer)
 - Derek Langman (General Manager, Infrastructure & Major Projects)
 - Michael Moshos (Project Manager, Civil)
 - Josef Casilla (Project Manager, Assets)
 - Michael Surnak (Project Officer, Civil)

Attachments – Item 11.10

Attachment A

Sub-Delegation and Authorisations Minister's General Approval for Road Traffic Act



**INSTRUMENT OF GENERAL APPROVAL AND DELEGATION TO COUNCIL
USE OF TRAFFIC CONTROL DEVICES, ROAD CLOSURE AND GRANTING OF
EXEMPTIONS FOR EVENTS**

ROAD TRAFFIC ACT 1961 (SECTIONS 17, 20 & 33)

MINISTER FOR TRANSPORT AND INFRASTRUCTURE

REVOCATION OF PREVIOUS INSTRUMENT

I, **Tom Koutsantonis, Minister for Transport and Infrastructure** in the State of South Australia, in accordance with the powers conferred on the Minister by the *Road Traffic Act 1961*, **REVOKE** the previous Instrument issued by the Minister entitled "Notice to Council to use Traffic Control Devices and to close roads and grant exemptions for events" dated 27 April 2009.

INSTRUMENT OF GENERAL APPROVAL

GENERAL APPROVAL FOR THE INSTALLATION, MAINTENANCE, ALTERATION, OPERATION OR REMOVAL OF TRAFFIC CONTROL DEVICES

I, **Tom Koutsantonis, Minister for Transport and Infrastructure** in the State of South Australia, pursuant to section 12 of the *Road Traffic Act 1961* ("the Act"), hereby grant the following **GENERAL APPROVALS** to Council:

A. Traffic Control Devices

For the purpose of sections 17(1) and (2) of the Act, I grant Council **GENERAL APPROVAL** to install, maintain, alter, operate, or remove, or cause to be installed, maintained altered, operated, or removed any traffic control device on, above or near a road which is under its care, control and management subject to the following conditions EXCEPT those traffic control devices specified in Clause A.8 or those dealt with in other clauses of this instrument:

A.1 Authorisation of other Officers

Council may authorise any Officer to exercise the powers conferred on it pursuant to Clause A of this Instrument. Any Authorisations to any Officer must be made by instrument in writing and approved by the Chief Executive Officer on behalf of Council. All actions carried out by any Officer in accordance with Clause A must be done so "for, and on behalf of the Council". Records must be kept of any Authorisations made pursuant to this clause. Council may attach any conditions to such Sub-Authorisations that it considers appropriate.

A.2 Conformity with the *Road Traffic Act*

All traffic control devices used pursuant to Clause A must conform to the requirements of the Act and any Rules and Regulations made under the Act.

A.3 Conformity with the Australian Standards and the Code

All traffic control devices must conform to the requirements of and be installed, maintained, altered, operated or removed in accordance with the applicable Australian Standards, and the provisions contained in the Code and the applicable Australian Standards, as amended from time to time.

The Code refers to and invokes the applicable Australian Standards. The Code must be read together with, but takes precedence over, all applicable Australian Standards.

A.4 Notification to adjoining Councils

Council must notify an adjoining Council before installing, altering or removing a traffic control device on a road that runs into or intersects with, or is otherwise likely to affect traffic on a road (including its flow, speed and composition) that is under the care, control and management of another Council.

Where a Council uses a traffic control device to effect section 32 of the Act, that is, closing a road for traffic management purposes, and the road runs into the area or along the boundary of another Council, each affected Council must concur with the road closure or part road closure.

A.5 Notification to the Commissioner of Highways

Council must notify the Commissioner of Highways before installing, altering or removing a traffic control device on a road that runs into or intersects with, or otherwise is likely to affect traffic on a road (including its flow, speed and composition) that is under the care, control and management of the Commissioner of Highways.

A.6 Consultation on traffic signals

If Council wishes the Commissioner of Highways to maintain Council's:

- (a) traffic signals at intersections;
- (b) emergency services traffic signals;
- (c) mid-block traffic signals (pedestrian actuated crossings);
- (d) signals at Koala crossings; or
- (e) signals at Wombat crossings with flashing lights,

then Council must consult with the Commissioner of Highways when proposing to install the said signals for the purpose of standardising the equipment and establishing a uniform maintenance program.

A.7 Traffic Impact Statement

Before any traffic control device is installed, altered or removed, a Traffic Impact Statement must be prepared by a person, who in the Council's opinion is an experienced traffic engineering practitioner.

The Traffic Impact Statement must be endorsed by a person authorised by Council.

The Traffic Impact Statement summarises the investigations undertaken to justify the installation, alteration or removal of traffic control devices and must address road safety issues and the traffic management effects for all road users, including cyclists and pedestrians. It need not be a lengthy document. The Code provides further guidance on the preparation of Traffic Impact Statements.

A Traffic Impact Statement is not required for the installation, alteration or removal of traffic control devices on road-related areas that do not constitute a public place.

A.8 Traffic control devices requiring separate approval

General approval does not apply to those traffic control devices:

- (a) specifically listed in the Code requiring separate approval; or
- (b) not contained in or referred to in the Australian Standards or the Code; or
- (c) not complying with clause A.3.

Council must obtain separate approval to install, maintain, alter, operate or remove, or cause to be installed, altered, operated or removed, any traffic control device specified in this clause.

Council must address applications for approval under this clause to the Commissioner of Highways who will consider the application as the Minister's delegate. The application must include a Traffic Impact Statement, any plans, and relevant supporting documentation.

B. Speed Limits at Works on Roads

For the purpose of section 20(2) of the Act, I grant Council **GENERAL APPROVAL** to place signs on a road for the purpose of indicating the maximum speed to be observed by drivers while driving on, by or towards

- a work area; or
- a work site

where workers are engaged, or works are in progress at the direction of Council, subject to the following conditions:

B.1 Authorisation of other Officers

Council may authorise any Officer to exercise the powers conferred on it pursuant to Clause B of this Instrument. Any Authorisations to any Officer must be made by instrument in writing and approved by the Chief Executive Officer on behalf of Council. All actions carried out by that Officer in accordance with Clause B must be done so "for, and on behalf of the Council". Records must be kept of any authorisation made pursuant to this clause. Council may attach any conditions to such Sub-Authorisations that it considers appropriate.

B.3 Conformity with the *Road Traffic Act*

The maximum speed to be indicated by signs must be in accordance with section 20 of the Act.

B.4 Conformity with the SA Standards

All traffic control devices must conform to the requirements of and be installed in accordance with the provisions contained in the SA Standards.

B.5 Persons who may act on behalf of Council

For the purposes of this clause, the following people may act on behalf of Council:

- (a) an employee of Council; or
- (b) an employee of a contractor or sub-contractor engaged to carry out works on a road on behalf of Council.

B.6 Training and Accreditation

At all times when a worker is present at a work area or work site at least one worker must:

- have gained accreditation in the DPTI Workzone Traffic Management Training Program; and
- carry a card or certificate certifying accreditation in this course when engaged at a work area or work site; and
- have undertaken re-training in the DPTI Workzone Traffic Management Training Program within the last 3 years.

B.7 Record Keeping

Any person acting on behalf of Council pursuant to Clause B must comply with the SA Standards that outline the procedures and guidelines for record keeping required for the overall safety and smooth operation of a traffic guidance scheme.

C. Traffic Control Devices at Works on Roads

For the purposes of sub-section 17(3) of the Act, I grant Council **GENERAL APPROVAL** to install, display, alter, operate, or remove, any traffic control device in relation to an area where persons are engaged in work or an area affected by works in progress, or in relation to part of a road temporarily closed to traffic under this Act or any other Act. This approval is subject to the following conditions:

C.1 Authorisation of other Officers

Council may authorise any Officers to exercise the powers conferred on it pursuant to Clause C of this Instrument. Any Authorisations to any officer must be by instrument in writing and approved by the Chief Executive Officer on behalf of Council. All actions carried out by that Officer in accordance with Clause C must be done so "for, and on behalf of the Council". Records must be kept of any authorisation made pursuant to

this clause. Council may attach any conditions to such Sub-Authorisations that it considers appropriate.

C.2 Conformity with the Road Traffic Act

All traffic control devices must conform to the requirements of, and be installed, displayed, altered, operated or removed in accordance with the Act and any Rules and Regulations made under the Act.

C.3 Conformity with the Code, and SA Standards

All traffic control devices must conform to the requirements of and be installed, displayed, altered, operated or removed in accordance with the provisions contained in the Code, the SA Standards and the applicable Australian Standards.

C.4 Persons who may act on behalf of Council

For the purposes of this clause, the following people may act on behalf of Council:

- (a) an employee of Council; or
- (b) an employee of a contractor or sub-contractor engaged to carry out works on a road on behalf of Council.

C.5 Training and Accreditation

At all times when a worker is present in an area where persons are engaged in work or an area affected by works in progress at least one worker must:

- have gained accreditation in the DPTI Workzone Traffic Management Training Program; and
- carry a card or certificate certifying accreditation in this course when engaged at a work area or work site; and
- have undertaken re-training in the DPTI Workzone Traffic Management Training Program within the last 3 years.

C.6 Record Keeping

Any person acting on behalf of Council pursuant to Clause C must comply with the SA Standards that outline the procedures and guidelines for record keeping required for the overall safety and smooth operation of a traffic guidance scheme.

D. Temporary Parking Controls

For the purpose of sub-section 17(3) of the Act, I grant Council **GENERAL APPROVAL** to install, display, alter, operate, or remove a traffic control device for the purposes of imposing, varying or abolishing a parking control on a temporary basis on a road which is under its care, control and management, subject to the following conditions:

D.1 Authorisation of other Officers

Council may authorise any Officers to exercise the powers conferred on it pursuant to Clause D of this Instrument. Any Authorisations to any Officer must be made by instrument in writing and approved by the Chief Executive Officer on behalf of Council. All actions carried out by that Officer in accordance with Clause D must be done so "for, and on behalf of the Council". Records must be kept of any authorisation made pursuant to this clause. Council may attach any conditions to such Sub-Authorisations that it considers appropriate.

D.2 Conformity with the Act

All temporary parking controls must conform with the requirements of, and be installed, displayed, altered, operated or removed in accordance with the Act and any Rules and Regulations made under the Act.

D.3 Conformity with Australian Standards and the Code

All temporary parking controls must conform to the requirements and be installed, displayed, altered, operated or removed in accordance with the provisions contained in any applicable Australian Standards and the Code.

The Code refers to and invokes the Australian Standards. The Code must be read together with, but takes precedence over, all applicable Australian Standards.

D.4 Information on Signs

A temporary parking control used in accordance with Clause D must display the words "TEMPORARY PARKING CONTROL" in a prominent position.

D.5 Limitation of Temporary Parking Controls

A temporary parking control used in accordance with Clause D cannot have effect for a period exceeding 35 days.

D.6 Records of Temporary Parking Controls

Council must keep records of any use of temporary parking controls.

E. TRAFFIC CONTROL DEVICES FOR EVENTS

For the purposes of section 17 of the Act, I grant Council **GENERAL APPROVAL** to install, maintain, alter, operate or removed, or cause to be installed, maintained altered, operated, or removed, a traffic control device for the purpose of an event other than those specified in Clause A.8 of this Instrument, on, above or near a road which is under its care, control and management subject to the following conditions:

E.1. Conformity with the Road Traffic Act

All traffic control devices used pursuant to Clause E of this Instrument must conform to the requirements of the Act, and any Rules and Regulations made under the Act.

E.2. Conformity with Plan

All traffic control devices must be installed in accordance with a Traffic Management Plan prepared by a person who in the opinion of the Council has an appropriate level of knowledge and expertise in the preparation of traffic management plans.

Council need not comply with Clause A.7 of this Instrument where using a traffic control device for the purpose of an event.

E.3. Notification to adjoining Councils

Council must notify an adjoining Council before installing, altering or removing a traffic control device on a road that runs into or intersects with, or otherwise is likely to affect traffic (including its flow, speed and composition) on a road that is under the care, control and management of another Council.

E.4 Notification to the Commissioner of Highways

Council must notify the Commissioner of Highways before installing, altering or removing a traffic control device on a road that runs into or intersects with, or otherwise is likely to affect traffic on a road (including its flow, speed and composition) that is under the care, control and management of the Commissioner of Highways.

INSTRUMENT OF DELEGATION

I, **Tom Koutsantonis, Minister for Transport and Infrastructure** in the State of South Australia, pursuant to section 11 of the *Road Traffic Act 1961* ("the Act") hereby **DELEGATE** the powers as detailed in the following clauses –

F. GRANT APPROVAL TO ANOTHER ROAD AUTHORITY

I **DELEGATE** to **Council** the power conferred on the Minister pursuant to section 17 of the Act to **SPECIFICALLY APPROVE** the installation, maintenance, alteration, operation or removal of a traffic control device in the municipality or district of Council by a road authority on, above or near a road under the care, control and management of the said road authority subject to the following conditions:-

F.1 Sub-Delegation and Authorisation to other Officers

This delegation cannot be sub-delegated without my express approval. Council may, however, authorise any officers to exercise the powers conferred on Council pursuant to Clause F of this Instrument.

Any Authorisations to any Officer should be made by instrument in writing and approved by the Chief Executive Officer on behalf of Council. All actions carried out by that officer in accordance with Clause F must be done so "for, and on behalf of the Council". Records must be kept of any authorisation made pursuant to this clause.

F.2 Conformity with the Road Traffic Act

All traffic control devices used pursuant to Clause F of this Instrument must conform to the requirements of the Act, and any Rules and Regulations made under the Act.

F.3 Conformity with the Australian Standards and the Code

All traffic control devices must conform to the requirements of and be installed, maintained, altered, operated or removed in accordance with the provisions contained in the applicable Australian Standards and the Code.

The Code refers to and invokes the Australian Standards. The Code must be read together with, but takes precedence over, all applicable Australian Standards.

F.4 Power of approval subject to same Conditions in Clause A

The power of Council to grant approvals under Clause F is subject to the same conditions that apply to Council under Clause A where Council itself is the road authority.

F.5 Record Keeping

Council must keep accurate records of any approval granted to another road authority pursuant to Clause F of this Instrument.

G. CLOSE ROADS AND GRANT EXEMPTIONS FOR EVENTS

I **DELEGATE** to Council my power in sub-section 33(1) of the Act to declare an event to be an event to which section 33 applies and make orders directing:

- (a) that specified roads (being roads on which the event is to be held or roads that, in the opinion of the Council, should be closed for the purposes of the event) be closed to traffic for a specified period; and
- (b) that persons taking part in the event be exempted, in relation to the specified roads, from the duty to observe the Australian Road Rules specified in Clause G.4 subject to the conditions in Clause G.5

G.1 Sub-Delegation to other Officers

Council may sub-delegate the power delegated to Council pursuant to Clause G of this Instrument subject to the following conditions:

1. Council may only sub-delegate the power to the person for the time being occupying the position of Chief Executive Officer of Council; and
2. Any such sub-delegation must be made by instrument in writing by Council resolution; and
3. The sub-delegate cannot direct the closure of a road or and grant an exemption for an event on a road that runs into or intersects with, or is otherwise likely to affect traffic (including its flow, speed and composition) on a road that is under the care, control and management of another Council or the Commissioner for Highways; and
4. Council's sub-delegate is subject to all conditions that are imposed on Council under Clause G, in relation to the closure of a road or the grant of an exemption for an event; and
5. Council may impose any other conditions deemed necessary on its sub-delegate in relation to the closure of a road or the grant of an exemption for an event; and
6. Council cannot authorise any other person to exercise the powers conferred on Council, pursuant to G of this Instrument.

G.2 Roads and Road-Related Areas to which Delegation Applies

Council may only exercise the powers of the Minister in sub-section 33(1) of the Act with respect to a road under its care, control and management.

G.3 Conformity with the Road Traffic Act

Council when exercising the powers of the Minister in sub-section 33(1) of the Act must comply with the requirements of section 33 of the Act.

G.4 Exemption from Australian Road Rules

Council can only grant exemptions from the following Australian Road Rules and subject to the conditions listed in Clause G.5:

1. Rule 221: Using hazard warning lights;
2. Rule 230: Crossing a road — general;
3. Rule 231: Crossing a road at pedestrian lights;
4. Rule 232: Crossing a road at traffic lights;
5. Rule 234: Crossing a road on or near a crossing for pedestrians;
6. Rule 237: Getting on or into a moving vehicle;
7. Rule 238: Pedestrians travelling along a road (except in or on a wheeled recreational device or toy);
8. Rule 250: Riding on a footpath or shared path;

9. Rule 264: Wearing of seat belts by drivers;
10. Rule 265: Wearing of seat belts by passengers 16 years old or older;
11. Rule 266: Wearing of seat belts by passengers under 16 years old;
12. Rule 268: How persons must travel in or on a motor vehicle;
13. Rule 269: Opening doors and getting out of a vehicle etc;
14. Rule 298: Driving with a person in a trailer.

G.5 Conditions on Exemptions from Australian Road Rules

Council may only grant exemption from the following Australian Road Rules provided any such exemption contains the following minimum conditions:

1. Rule 237: Getting on or into a moving vehicle – provided the speed of the vehicle does not exceed 5 km/h;
2. Rule 264: Wearing of seat belts by drivers – provided the speed of the vehicle does not exceed 25 km/h;
3. Rule 265: Wearing of seat belts by passengers 16 years old or older – provided the speed of the vehicle does not exceed 25 km/h;
4. Rule 266: Wearing of seat belts by passengers under 16 years old – provided the speed of the vehicle does not exceed 25 km/h;
5. Rule 268: How persons must travel in or on a motor vehicle – provided the speed of the vehicle does not exceed 25 km/h;
6. Rule 269: Opening doors and getting out of a vehicle etc – provided the speed of the vehicle does not exceed 5 km/h;
7. Rule 298: Driving with a person in a trailer – provided the speed of the vehicle does not exceed 25 km/h.

G.6 Notification to Commissioner of Highways

Council must notify the Commissioner of Highways of any declaration under sub-section 33(1) at least two weeks prior to the date of the event.

G.7 Notification to Emergency Services and Public Transport Services Division

Council must notify the SA Metropolitan Fire Service, SA Country Fire Service, SA State Emergency Service, the SA Ambulance Service and the Public Transport Services Division of the Department of Planning, Transport and Infrastructure ("DPTI") as appropriate, of any declaration under sub-section 33(1) at least two weeks prior to the date of the event.

G.8 Notification to Traffic Management Centre, Metropolitan Region

Where an event requires intervention by DPTI to ensure the safe and efficient conduct and movement of traffic, Council must ensure that it or the event organiser contacts the Traffic Management Centre, Metropolitan Region (ph: 1800 018 313) no less than 15 minutes prior to the commencement of the event and immediately upon completion of the need for such intervention.

G.9 Notification to Commissioner of Police

Council must notify the Commissioner of Police of any declaration under sub-section 33(1) at least two weeks prior to the date of the event.

G.10 Agreement of Commissioner of Police

If Council proposes to make an order under sub-section 33(1) that involves any motor vehicular traffic, Council must first obtain the agreement of the Commissioner of Police before making an order that exempts a person from any of the following Australian Road Rules: 230, 231, 232, 234 and 238.

G.11 Use of Advance Warning Signs

Where the event will significantly and/or adversely affect a road which is under the care, control and management of the Commissioner of Highways, Council must ensure that the event organisers place advance warning notification signs on the affected roads. The signs must clearly indicate to the public the times and dates of the temporary road closure.

G.12 Effect on Roadside Furniture

Where an event affects any roadside furniture owned or maintained by the Commissioner of Highways or road markings, Council must ensure that it or the event organiser reinstates such furniture or markings to its original condition.

H. DEFINITION OF TERMS

For the purposes of this Instrument, unless a contrary intention appears:
Words defined in section 5 of the Act have the same meaning as in the instrument.

A reference to a road includes a reference to a road-related area unless it is otherwise expressly stated.

Council means a council constituted under the *Local Government Act 1999*;

Code means the Code of Technical Requirements, as amended from time to time (formerly known as the Code of Technical Requirements for the Legal Use of Traffic Control Devices);

Event means event as defined in section 33 of the *Road Traffic Act 1961* namely an organised sporting, recreational, political, artistic cultural or other activity, and includes a street party;

Officer means Council employee

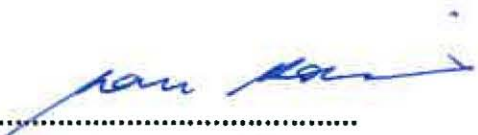
SA Standards means the Department of Planning, Transport and Infrastructure's SA Standard for Workzone Traffic Management;

Work area means work area as defined in section 20(1) of the Act, namely a portion of road on which workers are, or may be, engaged;

Work site means a portion of road affected by works in progress, together with any additional portion of road used to regulate traffic in relation to those works or for any associated purpose.

I. FUTURE VARIATIONS TO THIS INSTRUMENT

This Instrument may be revoked or varied by a subsequent Instrument in writing.



.....
Hon Tom Koutsantonis MP

MINISTER FOR TRANSPORT AND INFRASTRUCTURE

Dated this 22 day of AUGUST 2013

Attachment B

Sub-Delegation and Authorisations Minister's General Approval for Road Traffic Act



INSTRUMENT OF SUB-DELEGATION UNDER THE GENERAL APPROVAL –

ROAD TRAFFIC ACT 1961

1. The Minister for Transport and Infrastructure:
 - (a) granted approvals to the Council for the purposes of specific powers under sections 17 and 20 of the *Road Traffic Act 1961* (the RT Act); and
 - (b) appointed the Council as the Minister's delegate in respect of specific powers under sections 17 and 33(1) of the RT Act,by the *Instrument of General Approval and Delegation (dated 22 August 2013)* (**General Approval**).
2. Effective from 1 December 2024, and pursuant to the General Approval, the Council sub-delegates to the Chief Executive Officer the power under section 33(1) of the Road Traffic Act to declare an event to be an event to which section 33 of the RT Act applies and make orders directing:
 - (a) that specified roads (being roads on which the event is to be held or roads that, in the opinion of the delegate, should be closed for the purpose of the event) be closed to traffic for a specified period; and
 - (b) that persons taking part in the event be exempted, in relation to the specified roads, from the duty to observe the following provisions of the *Australian Road Rules*:
 - (i) rule 221: using hazard warning lights;
 - (ii) rule 230: crossing a road – general;
 - (iii) rule 231 crossing a road at pedestrian lights;
 - (iv) rule 232: crossing a road at traffic lights;
 - (v) rule 234: crossing a road on or near a crossing for pedestrians;
 - (vi) rule 237: getting on or into a moving vehicle (provided that the speed of the vehicle does not exceed 5 km/h);
 - (vii) rule 238: pedestrians travelling along a road (except in or on a wheeled recreational device or toy);
 - (viii) rule 250: riding on a footpath or shared path;
 - (ix) rule 264: wearing of seat belts by drivers (provided that the speed of the vehicle does not exceed 25 km/h);
 - (x) rule 265: wearing of seat belts by passengers 16 years old or older (provided that the speed of the vehicle does not exceed 25 km/h);
 - (xi) rule 266: wearing of seat belt by passengers under 16 years old (provided that the speed of the vehicle does not exceed 25 km/h);
 - (xii) rule 268: how persons must travel in or on a motor vehicle; (provided that the speed of the vehicle does not exceed 25 km/h)

- (xiii) rule 269: opening doors and getting out of a vehicle etc (provided that the speed of the vehicle does not exceed 5 km/h); and
 - (xiv) rule 298: driving with a person in a trailer (provided that the speed of the vehicle does not exceed 25 km/h).
3. The delegation granted in this instrument is subject to the conditions set out in Clause G of the General Approval and the following conditions:
- (a) the sub-delegate must ensure that the delegated powers are exercised in accordance with relevant legislative requirements and relevant policies and guidelines adopted by the Council.

By resolution of the Council made on 4 November 2024.

11.11 SCHEDULE OF COUNCIL MEETINGS FOR 2025

REPORT AUTHOR: Governance Officer
GENERAL MANAGER: General Manager, Governance & Civic Affairs
CONTACT NUMBER: 8366 4533
FILE REFERENCE: qA66130
ATTACHMENTS: A

PURPOSE OF REPORT

The purpose of the report is to present for the Council's approval, the draft 2025 Schedule of Ordinary Council Meetings and the proposed date for the January 2025 Ordinary Council meeting.

BACKGROUND

Pursuant to Section 81 of the *Local Government Act 1999*, the Council is required to appoint the times and places for Ordinary Meetings of the Council.

Previously and most recently, at its meeting held on 6 November 2023, the Council resolved that Ordinary Meetings of the Council will be held in the Council Chambers, Norwood Town Hall, commencing at 7.00pm on the first Monday of each month, unless otherwise determined by the Council. In addition, the Council has determined that Council Meetings will conclude by 11.00pm.

In the event of a Public Holiday occurring on the first Monday of a month, historically the Council has determined that in such circumstances, all meetings regularly scheduled for the first Monday, will be held on the first Tuesday of the month, unless otherwise determined by the Council.

A draft Schedule of Meetings for 2025 has been prepared for consideration by the Council, based on the convention (ie previous Council resolutions), of conducting Council meetings on the first Monday of the month.

A copy of the Schedule of Meetings for 2025 is contained in **Attachment A**.

RELEVANT POLICIES & STRATEGIC DIRECTIONS

Not Applicable.

DISCUSSION

Current arrangements in respect to the scheduling of meetings has worked well and in order to ensure consistency and stability, it is recommended that this schedule be followed in 2025, with one exception, that being, the date of the January 2025 Ordinary Council meeting.

To this end, in 2025 the proposed date for the January Council Meeting is 20 January 2025. As per the case in previous years, this provides for a two (2) week gap between the January Ordinary Meeting of the Council and the scheduled Ordinary Council Meeting in February.

The draft Schedule of Council Meetings for 2025, therefore includes Monday, 20 January 2025, as the recommended date of the first Ordinary Meeting of the Council for 2025, however this can be amended to reflect whatever date the Council determines.

During 2025, there is one (1) Ordinary Meeting of the Council which will be affected by a Public Holiday, namely, the October Council Meeting, which is the Labour Day Public Holiday. The attached draft Schedule of Meetings for 2025, therefore, in keeping with past practice, indicates that the October Council Meeting will be held on Tuesday, 7 October 2025.

OPTIONS

The Council can determine that the January 2025 Ordinary Meeting of the Council be held on Monday, 20 January 2025 and set the Schedule of Ordinary Council meetings as set out in the attached draft 2025 Schedule of Meetings or it can determine an alternative date for the January 2025 Council meeting and an alternative schedule for Council Meetings during 2025.

CONCLUSION

Determination of the times and places for ordinary meetings of the Council, will ensure compliance with the requirements of the *Local Government Act 1999* and enables these dates and times to be communicated to the community.

Consistency of approach to this issue is recommended.

COMMENTS

Nil.

RECOMMENDATION

1. That the first Ordinary Meeting of the Council for 2025, be held on Monday, 20 January 2025, commencing at 7.00pm in the Council Chambers, Norwood Town Hall, 175 The Parade, Norwood.
2. That the Council meetings affected by a Public Holiday, be held on the first Tuesday of the month, in accordance with the draft 2025 Schedule of Council Meetings as contained in Attachment A, commencing at 7.00pm in the Council Chambers, Norwood Town Hall, 175 The Parade, Norwood.
3. That all other Ordinary Meetings of the Council be held on the first Monday of each calendar month, in accordance with the draft 2025 Schedule of Council Meetings as contained in Attachment A.

Attachments – Item 11.11

Attachment A

Schedule of Council Meetings for 2025



2025 Schedule of Council Meetings

Day	Date	Time	Location
Monday	20 January	7.00-11.00pm	Council Chambers, Norwood Town Hall
Monday	3 February	7.00-11.00pm	Council Chambers, Norwood Town Hall
Monday	3 March	7.00-11.00pm	Council Chambers, Norwood Town Hall
Tuesday	7 April	7.00-11.00pm	Council Chambers, Norwood Town Hall
Monday	5 May	7.00-11.00pm	Council Chambers, Norwood Town Hall
Monday	2 June	7.00-11.00pm	Council Chambers, Norwood Town Hall
Monday	7 July	7.00-11.00pm	Council Chambers, Norwood Town Hall
Monday	4 August	7.00-11.00pm	Council Chambers, Norwood Town Hall
Monday	1 September	7.00-11.00pm	Council Chambers, Norwood Town Hall
Tuesday	7 October*	7.00-11.00pm	Council Chambers, Norwood Town Hall
Monday	3 November	7.00-11.00pm	Council Chambers, Norwood Town Hall
Monday	1 December	7.00-11.00pm	Council Chambers, Norwood Town Hall

* Meeting re-scheduled to the first Tuesday of the month as the first Monday (ie. 6 October 2025) is a Public Holiday.

City of Norwood Payneham & St Peters
175 The Parade, Norwood SA 5067

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City of
Norwood
Payneham
& St Peters

12. ADOPTION OF COMMITTEE RECOMMENDATIONS

REPORT AUTHOR: General Manager, Governance & Civic Affairs
GENERAL MANAGER: Chief Executive Officer
CONTACT NUMBER: 8366 4549
FILE REFERENCE: Not Applicable
ATTACHMENTS: A

PURPOSE OF REPORT

The purpose of the report is to present to the Council the Minutes of the following Committee Meeting for the Council's consideration and adoption of the recommendations contained within the Minutes:

- Audit & Risk Committee – (28 October 2024)
(A copy of the Minutes of the Audit & Risk Committee meeting is contained within **Attachment A**)

ADOPTION OF COMMITTEE RECOMMENDATIONS

- **Audit & Risk Committee**

That the Minutes of the meeting of the Audit & Risk Committee Committee held on 28 October 2024, be received and that the resolutions set out therein as recommendations to the Council are adopted as decisions of the Council.

Attachment A

Adoption of Committee Recommendations

Audit & Risk Committee



Audit & Risk Committee Minutes

28 October 2024

Our Vision

*A City which values its heritage, cultural diversity,
sense of place and natural environment.*

*A progressive City which is prosperous, sustainable
and socially cohesive, with a strong community spirit.*

City of Norwood Payneham & St Peters
175 The Parade, Norwood SA 5067

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City of
Norwood
Payneham
& St Peters

1. CONFIRMATION OF MINUTES OF THE AUDIT & RISK COMMITTEE MEETING HELD ON 19 AUGUST 2024 1

2. PRESIDING MEMBER’S COMMUNICATION 1

3. QUESTIONS WITHOUT NOTICE 1

4. QUESTIONS WITH NOTICE 1

5. WRITTEN NOTICES OF MOTION 1

6. STAFF REPORTS 1

 6.1 REVIEW OF FINANCIAL CONTROLS – UPDATE ON INTERNAL AUDIT RECOMMENDATIONS 2

 6.2 FINANCIAL SUMMARY 2023-2024 ACTUAL RESULTS V ADOPTED BUDGET 6

 6.3 ANNUAL FINANCIAL STATEMENTS FOR YEAR END 30 JUNE 2024 11

 CONFIDENTIAL MEETING WITH COUNCIL’S EXTERNAL AUDITOR 19

 6.4 REGIONAL SUBSIDIARIES – AUDITED FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2024 20

 6.5 CYBER SECURITY FRAMEWORK 24

 6.6 STRATEGIC RISK SERVICES PROGRAM UPDATE 32

 6.7 AUDIT & RISK COMMITTEE TERMS OF REFERENCE 35

 6.8 AUDIT & RISK COMMITTEE 2025 WORK PLAN, MEETINGS AND REPORTING 38

7. CONFIDENTIAL REPORTS 42

8. OTHER BUSINESS 42

9. NEXT MEETING 42

10. CLOSURE 42

VENUE Mayors Parlour, Norwood Town Hall

HOUR 7.00pm

PRESENT

Committee Members Mayor Robert Bria (Presiding Member)
Cr Grant Piggott
Cr Claire Clutterham
Ms Sandra Di Blasio (Independent Member)

Staff Mario Barone (Chief Executive Officer)
Lisa Mara (General Manager, Governance & Civic Affairs)
Jenny McFeat (Manager, Governance)
Natalia Axenova (Chief Financial Officer)
Aerken Kuerban (Manager, Information Services)
Marina Fischetti (Governance Officer)

APOLOGIES Ms Stefanie Eldridge (Independent Member)

ABSENT Nil

TERMS OF REFERENCE:

The functions of the Audit & Risk Committee include:

- (a) reviewing Annual Financial Statements to ensure that the Statements present fairly the state of affairs of the Council; and
- (b) proposing, and providing information relevant to, a review of the Council's strategic management plans or annual business plan; and
- (c) monitoring the responsiveness of the Council to recommendations for improvement based on previous audits and risk assessments, including those raised by the Council's External Auditor; and
- (d) proposing, and reviewing, the exercise of powers under Section 130A of the Local Government Act 1999; and
- (e) liaising with the Council's External Auditor in accordance with any requirements prescribed by the regulations; and
- (f) reviewing the adequacy of the accounting, internal controls, reporting and other financial management systems and practices of the Council on a regular basis; and
- (g) providing oversight of planning and scoping of the Internal Audit work plan; and
- (h) reviewing and commenting on reports provided by the person primarily responsible for the Internal Audit function at least on a quarterly basis; and
- (i) reviewing and evaluating the effectiveness of policies, systems and procedures established and maintained for the identification, assessment, monitoring, management and review of strategic, financial and operational risks on a regular basis; and
- (j) reviewing any report obtained by the Council pursuant to Section 48(1) of the Local Government Act 1999; and
- (k) performing any other function determined by the Council or prescribed by the regulations.

1. CONFIRMATION OF MINUTES OF THE AUDIT & RISK COMMITTEE MEETING HELD ON 19 AUGUST 2024

Ms Sandra Di Blasio moved that the Minutes of the Audit & Risk Committee meeting held on 19 August 2024 be taken as read and confirmed. Seconded by Cr Piggott and carried.

2. PRESIDING MEMBER'S COMMUNICATION

Nil

3. QUESTIONS WITHOUT NOTICE

Nil

4. QUESTIONS WITH NOTICE

Nil

5. WRITTEN NOTICES OF MOTION

Nil

6. STAFF REPORTS

6.1 REVIEW OF FINANCIAL CONTROLS – UPDATE ON INTERNAL AUDIT RECOMMENDATIONS

REPORT AUTHOR: Chief Financial Officer
GENERAL MANAGER: Chief Executive Officer
CONTACT NUMBER: 8366 4585
FILE REFERENCE: qA
ATTACHMENTS: Nil

PURPOSE OF REPORT

The purpose of this report is to advise the Audit & Risk Committee of the Review of Financial Controls that has been undertaken by the Council's External Auditors, Galpins.

BACKGROUND

Pursuant to Section 129 of the *Local Government Act 1999* (the Act), in addition to providing an opinion on a Council's Financial Statements, the Council's Auditor must provide an audit opinion regarding the Council's Internal Controls.

In respect to the Council's Internal Controls, pursuant to Section 125 of the Act, a Council must ensure that appropriate policies, practices and procedures of internal control are implemented and maintained in order to assist the Council to carry out its activities in an efficient and orderly manner, to achieve its objectives, to ensure adherence to management policies, to safeguard the Council's assets and to secure (as far as possible) the accuracy and reliability of Council records.

It should be noted that the Audit Opinion is restricted to financial controls as set out in Section 129 of the Act and relate to the internal controls that have been exercised by the Council during the 2023-2024 financial year in respect to the receipt, expenditure, investment of money, the acquisition and disposal of property and incurring of liabilities.

At its meeting held on 19 August 2024, following consideration of the Review of Financial Controls, the Audit & Risk Committee resolved the following:

1. *That the 2023-2024 Interim Management Letter from the Council's External Auditor, Galpins, titled Financial Controls Review be received and noted.*
2. *That the Financial Controls Review be recommended to the Council for endorsement*
3. *That staff be congratulated on their work on reviewing and addressing the issues that were raised in the 2022-2023 Financial Controls Review Report.*

This report presents an update on the five (5) financial controls that based on the recommendations of the audit, required improvement.

RELEVANT STRATEGIC DIRECTIONS & POLICIES

Not Applicable.

FINANCIAL AND BUDGET IMPLICATIONS

Not Applicable.

EXTERNAL ECONOMIC IMPLICATIONS

Not Applicable.

SOCIAL ISSUES

Not Applicable.

CULTURAL ISSUES

Not Applicable.

ENVIRONMENTAL ISSUES

Not Applicable.

RESOURCE ISSUES

Not Applicable.

RISK MANAGEMENT

Appropriate financial controls are fundamental to an organisation's financial governance framework. Undertaking the review has provided the Chief Executive Officer and the Audit & Risk Committee, with an overview of the current situation and recommendations to address the weaknesses that have been identified.

CONSULTATION

- **Elected Members**
Not Applicable.
- **Community**
Not Applicable.
- **Staff**
Not Applicable.
- **Other Agencies**
Not Applicable.

DISCUSSION

As part of the Interim Audit that has been undertaken, the Council's Auditor, Galpins, has identified that of the 100 Internal Controls that have been reviewed and tested as shown in **Table 1**, 95 are operating effectively, three (3) represent Moderate Risk and two (2) represent a Low Risk Weakness.

The results of the Interim Audit were presented at the Audit & Risk Committee at its meeting held on 19 August 2024 and to the Council at its meeting held on 2 September 2024.

As outlined in the Interim Audit Report, a total of five (5) controls were identified as areas requiring improvement and corrective actions. Since the release of the Interim Audit Report, significant progress has been made in addressing these recommendations.

The purpose of this report is to advise the Committee of the progress that has been made in addressing these recommendations.

TABLE 1: FINANCIAL CONTROLS REVIEW SUMMARY

Business cycles	Controls Reviewed	Operating Effectively	Operating Effectively	2024 Findings			
		2024	2023	H	M	L	BP
General Ledger	11	11	8	-	-	-	-
Fixed Assets	16	13	13	-	2	1	-
Purchasing & Procurement/Contracting	10	9	7	-	1	-	-
Accounts Payable (AP)	13	13	12	-	-	-	-
Rates / Rates Rebates	10	10	8	-	-	-	-
Banking	5	5	4	-	-	-	-
Accounts Receivable (AR)	6	6	5	-	-	-	-
Credit Cards	5	4	1	-	-	1	-
Payroll	19	19	19	-	-	-	-
Receipting	5	5	5	-	-	-	-
Total	100	95	82	-	3	2	-

A total of five (5) controls were identified as areas requiring improvement and corrective actions. Staff have reviewed the report and agree with the recommendations and the Chief Executive Officer has endorsed a process to implement the necessary changes. Completed or corrective actions are outlined below.

a. Moderate Findings (3)

- Finding: Roads, River Torrens Linear Park, off-road carparks and traffic control assets, require updated condition assessments.

Action: The Condition Assessment works for transport related were completed at the end of June 2024.

- Finding: Buildings, civil infrastructure, stormwater and recreation and open space assets, require updated Asset Management Plans

Action: As Committee Members are aware, preparation of the required Asset Management Plan preparation is in progress and was presented to the Council for endorsement and for public consultation at the September Council meeting. The final plans are scheduled to be presented to the Council for final adoption at the November 2024 Council meeting.

- Finding: Inconsistencies in the Procurement Policy Guidelines document and opportunities to improve its contents.

Action: The Council's Procurement Policy has been reviewed and updated following the endorsement by the Council at its October 2024 Council meeting. Guidelines and instructions supporting the various procurement processes are being prepared to address inconsistencies and provide clear directions.

2. Low Findings (2)

- Finding: Assets included in Conquest Asset are not directly linked to the GIS system.

Action: While reconciliation process exists, the proposed system link to GIS is being investigated further.

- Finding: Two instances of credit card statements not being reviewed by an independent officer.

Action: The approval process has been updated to include an additional level of approvals where required.

OPTIONS

Not Applicable. This report is presented for information purposes only.

CONCLUSION

The *Financial Controls Review* has provided a sound basis for considering opportunities for improvement and making those improvements to the Council's Internal Financial Controls, where required.

COMMENTS

Nil.

RECOMMENDATION

That the report be received and noted and the actions that have been taken to resolve the findings noted.

Cr Piggott moved:

That the report be received and noted and the actions that have been taken to resolve the findings noted.

Seconded by Ms Sandra Di Blasio and carried unanimously.

6.2 FINANCIAL SUMMARY 2023-2024 ACTUAL RESULTS V ADOPTED BUDGET

REPORT AUTHOR: Chief Financial Officer
GENERAL MANAGER: Chief Executive Officer
CONTACT NUMBER: 8366 4548
FILE REFERENCE: qA770145
ATTACHMENTS: A

PURPOSE OF REPORT

This report provides a summary of the 2023-2024 Audited result and explanations for variations from the 2023-2024 Adopted Budget.

BACKGROUND

Pursuant to Section 127 of the *Local Government Act 1999* (the Act), the Council must prepare Annual Financial Statements in accordance with the *Local Government (Financial Management) Regulations 2011* (the Regulations).

Section 10 of the Regulations requires the Council to prepare and consider a report, no later than 31 December in each year, showing the audited financial results of the Council for the previous financial year, compared with the estimated financial results set out in the budget presented in a manner consistent with the Model Financial Statements.

RELEVANT STRATEGIC DIRECTIONS & POLICIES

The financial information contained in this report is based on the 2023-2024 Annual Financial Statements, the 2023-2024 Adopted Budget and the various policies adopted by the Council as they impact the Councils financial performance (eg. Rating Policy.)

FINANCIAL AND BUDGET IMPLICATIONS

The Council concluded the Financial Year with an Operating Surplus of \$108,599, compared to the Council's Adopted Operating Budget, which forecast an Operating Surplus of \$1.387 million. The variance was predominantly due to the delay in payment of 85% of the Federal Government's 2024-2025 Financial Assistance Grant, which was due to be received on 28 June 2024. The Grant totalling \$1.267 million was consequently received by Council on 1 July 2024 and therefore recognised in the next financial year (2024-2025). It should be noted that if these funds were received by 30 June 2024, Council's Operating Surplus for the 2023-2024 Financial Year would have been \$1.375 million.

Details of the drivers behind the variances from the Adopted Operating Surplus, are contained in the Discussion Section of this report.

After Capital Items, the Council is reporting a Total Comprehensive Income of \$41.944 million against an Adopted Net Surplus of \$17.966 million, with the favourable variance being driven by revaluation of Infrastructure, Property, Plant & Equipment, which is mainly driven by the economy and market fluctuations and is difficult to predict when setting the Budget.

EXTERNAL ECONOMIC IMPLICATIONS

Not Applicable.

SOCIAL ISSUES

Not Applicable.

CULTURAL ISSUES

Not Applicable.

ENVIRONMENTAL ISSUES

Not Applicable.

RESOURCE ISSUES

Nil

RISK MANAGEMENT

Nil

CONSULTATION

- **Elected Members**
Elected Members have received regular reports on the Council's financial performance throughout the year.
- **Community**
Not Applicable.
- **Staff**
Responsible Officers, General Managers and Council's External Auditors.
- **Other Agencies**
Not Applicable.

DISCUSSION

The 2023-2024 Annual Financial Statements have been finalised and will be presented to the Council for adoption at the Council Meeting to be held on 4 November 2024. A separate report has been provided on the 2023-2024 Audited Annual Financial Statements for consideration by the Audit Committee.

Statement of Comprehensive IncomeOperating Result

The Council delivered an Operating Surplus of \$108,559, compared to the Council Adopted Operating Budget, which forecasted an Operating Surplus of \$1.387 million, which resulted in an unfavourable variance of \$1,278 million. The major variances (over 5%) from the Adopted Operating Surplus are outlined in Table 1 below.

TABLE 1: MAJOR VARIANCES FROM ADOPTED OPERATING SURPLUS

Account Name	Reasons for the Variance	Amount (\$)
Grants, subsidies & contributions - Operating	Grant funding that has been received is unfavourable to the Adopted Budget which was driven by the delay in receiving 85% of the Federal Government's Financial Assistance Grant advance for 2024-2025	(1,011,592)
Grants, subsidies & contributions - Capital	Grant funding that has been received was favourable to the Adopted Budget, due to the Local Roads and Community Infrastructure (LRCI) Grant Budget being allocated as part of Comprehensive Income instead of being allocated to the Operating Income. The Adopted Budget was revised to reflect the reclassification of this grant to the Operating Income during Third (3) Budget Review.	571,428
Investment Income	Investment Income was unfavourable to the Adopted Budget, due to less interest being received on deposits held at the Local Government Finance Authority compared to the Adopted Budget (\$60,848 compared to the budget of \$120,000) as funds were utilised for expenditure on projects.	(59,151)
Other Income	<p>Other Income was favourable to the Adopted Budget driven primarily by:</p> <ul style="list-style-type: none"> • Historical Open Space Fund Income and Tree Fund Income from previous financial years that were accumulated in the Balance Sheet were released into Other Income as recommended by the Council's Auditors (Open Space Fund Income - \$293,307 and Tree Fund Income - \$18,349) • The receipt of Local Government Finance Authority's annual bonus payments of \$26,037, which is calculated on the average deposit and loan levels held during the financial year. <p>Reimbursements were favourable to the Adopted Budget driven primarily by timing of the recharge invoices:</p> <ul style="list-style-type: none"> • Insurance re-imbursements for claims made during the year of \$83,829, which was offset by expenditure to replace or repair items subject to the insurance claim as part of Materials, contracts & Other Expenses. 	527,712
Employee costs	<p>Employee costs were favourable against the Adopted Budget due to:</p> <ul style="list-style-type: none"> • Difficulties in recruiting staff due to current labour market conditions. To meet operational needs, contract providers were utilised (as shown below). 	1,089,087
Materials, contracts & other expenses	<p>Materials, Contracts & Other Expenses were unfavourable against the Adopted Budget from a combination of various expense lines, but primarily due to:</p> <ul style="list-style-type: none"> • Contracted Services being unfavourable principally due to contracted staff being engaged to cover operational requirements. • Legal fees being higher than forecast Planning & Enforcement activities requiring legal advice and Council seeking general advice and HR legal advice. • Unplanned maintenance costs being unfavourable to Adopted Budget mainly in relation to adhoc repair and maintenance on buildings. 	(1,800,186)
Finance Costs	Finance costs were unfavourable to the Adopted Budget due funds being expensed for 2023-2024 Operating and Capital Projects and completing Carry Forwards from the 2022-2023 financial year.	(154,704)
Depreciation, amortisation & impairment	Depreciation expense was greater than anticipated due to the full year impact of the 2022-2023 Asset Capitalisation and Unit Cost Revaluation.	(390,189)

Non-Operating Income

Non-Operating Income includes grant funding specifically for asset upgrades or renewals and gain/(loss) on asset disposals and assets that have been received free of charge.

For the 2023-2024 Financial Year, the Council is reporting Non-Operating Surplus of \$2.060 million, against an Adopted Non-Operating Surplus of \$10.722 million, resulting in an unfavourable variance of \$8.662 million. The reasons for unfavourable variance is set out in Table 2 below.

TABLE 2: MAJOR VARIANCES FROM ADOPTED NON-OPERATING INCOME

Reasons for the Variance	Amount (\$'000)
Due to the Trinity Valley Grant being lower compared to Adopted Budget as the forecast percentage of completion of the project was not achieved as scheduled and therefore the full amount of the grant was not recognised in the 2023-2024 financial year.	(2,868)
Due to the net loss as a result of disposal of Payneham Memorial Swimming Centre assets due to the demolition of the buildings and structures and smaller equipment as a result of the ongoing construction.	(4,516)

Other Comprehensive Income

Other Comprehensive Income comprises items of income and expenses that are not recognised in the Net Surplus (Deficit) for the year, as required or permitted by Australian Accounting Standards. Such items include the impact of changes in asset values due to revaluations. The value of Other Comprehensive Income reported in the Statement of Comprehensive Income, is a Surplus of \$41.944 million, which is primarily due to the revaluation of Land & Buildings Assets.

Balance Sheet

The Net Assets of the Council at 30 June 2024 is \$628 million, against an Adopted Budget of \$592 million, favourable variance of \$36 million.

Major reasons for the variance in the Net Assets include:

Assets

Cash deposits with the Local Government Financing Authority is unfavourable by \$1.048 million, with the variance resulting from a lower cash balance due to payments for progressing the Council's 2023-2024 Operating & Capital Projects as well as Carry Forward Projects from the 2022-2023 financial year.

Other Non-current assets represent an increase in Capital Works-in-Progress. As at 30 June 2023, works on capital projects not yet completed amounted to \$8.872 million with the main project being Payneham Memorial Swimming Pool.

Higher than budgeted increase in Infrastructure, Property, Plant & Equipment of \$13.421 million, due to the number of completed projects and revaluation that occurred in 2023-2024.

Liabilities

Trade and Other Payables – with the timing of expenditures at the end of financial year the Council had less than anticipated value of invoices mainly in relation to Capital Expenditure resulting in a \$2.456 million favourable variance to the Adopted Budget.

Short Term Provisions were unfavourable compared to the Adopted Budget by \$632,236, as a result of an increase in Employee entitlements. Due to staff turnover there was a decrease in requests for Leave.

The long-term borrowings planned to be drawn down as part of the Adopted Budget, were not required to the full level as budgeted, due to delay in drawdown of the loans for the Trinity Valley Stormwater Upgrade Project and Payneham Memorial Swimming Centre, resulting in a favourable variance of \$11,018 million.

Attachment A contains the 2023-2024 Financial Statements comparing the actual result to the 2024-2025 Adopted Budget as required by Section 10 of the Regulations.

OPTIONS

There are no options associated with this matter.

CONCLUSION

Nil

COMMENTS

Nil

RECOMMENDATION

That the report be received and noted.

Cr Clutterham moved:

That the report be received and noted.

Seconded by Cr Piggott and carried unanimously.

6.3 ANNUAL FINANCIAL STATEMENTS FOR YEAR END 30 JUNE 2024

REPORT AUTHOR: Senior Finance Business Partner
GENERAL MANAGER: Chief Financial Officer
CONTACT NUMBER: 8366 4548
FILE REFERENCE:
ATTACHMENTS: A – B

PURPOSE OF REPORT

The purpose of this report is to present the 2023-2024 Audited Financial Statements to the Audit & Risk Committee for review and recommendation to the Council for adoption.

BACKGROUND

Pursuant to Section 127 of the *Local Government Act 1999* (the Act), the Council must prepare Annual Financial Statements in accordance with the *Local Government (Financial Management) Regulations 2011* (the Regulations).

Section 13 of the Regulations requires that the Financial Statements of a Council be prepared in accordance with the requirements set out in the Model Financial Statements. The City of Norwood, Payneham & St Peters has prepared the Annual Financial Statements in accordance with the Model Financial Statements.

Section 126 (4) (a) of the Act requires that the functions of an Audit & Risk Committee to include “*reviewing annual financial statements to ensure that they present fairly the state of affairs of the council*”.

A copy of the Statement by the Auditor is contained in **Attachment A**.

A copy of the Annual Financial Statements is contained in **Attachment B**.

RELEVANT STRATEGIC DIRECTIONS & POLICIES

The Council’s long term strategic directions are outlined in the *City Plan 2030 – Shaping our Future*. The 2022-2023 Annual Business Plan and supporting Budget, set out the services and programs and initiatives for the 2023-2024 Financial Year.

In the 2023-2024 Annual Business Plan, financial sustainability is recognised as a high priority. In adopting the 2023-2024 Budget, the Council forecasted an Operating Surplus of \$1.387 million.

FINANCIAL AND BUDGET IMPLICATIONS

Statement of Comprehensive Income

The Council concluded the 2023-2024 Financial Year with an Operating Surplus of \$108,599 (2022-2023: \$1.954 million), compared to the forecast Operating Surplus of \$1.387 million as set out in the 2023-2024 Adopted Budget. This variance was essentially attributed to the delay in payment of 85% of the Federal Government’s 2024-2025 Financial Assistance Grant, which was due to be received on 28 June 2024. The Grant of \$1.267 million was however received by the Council on 1 July 2024 and therefore recognised in the new Financial Year 2024-2025. If the Council received these funds by 30 June 2024, as was initially included in the Budget, the Council would recognise an Operating Surplus for 2023-2024 of \$1.375 million.

All Councils have been affected by the timing of the Grant.

After considering Capital Items which includes the impact of assets revaluations and grant funding specifically for asset upgrades or renewals and asset disposals, the Council is reporting a Total Comprehensive Income of \$41.944 million (2022-2023: \$50.111 million).

The reasons for the variations to the Adopted Budget are outlined in Item 6.2: Financial Summary.

EXTERNAL ECONOMIC IMPLICATIONS

Nil

SOCIAL ISSUES

Nil

CULTURAL ISSUES

Nil

ENVIRONMENTAL ISSUES

Nil

RESOURCE ISSUES

Nil

RISK MANAGEMENT

Nil

CONSULTATION

- **Elected Members**
Nil
- **Community**
Not Applicable.
- **Staff**
Responsible Officers, General Managers and the Council's External Auditors.
- **Other Agencies**
Nil

DISCUSSION

Statement of Comprehensive Income

a. Operating Result

As detailed in Figure 1 on page 6, the Council concluded the Financial Year with an Operating Surplus of \$108,599 (2022-2023: \$1.954 million).

As highlighted in the previous reports to the Committee, for the last six (6) consecutive years, the Federal Government has made advance payments equal to approximately two quarters of the Financial Assistance Grants. The advance was gradually increased from the 2020-2021 Financial Year.

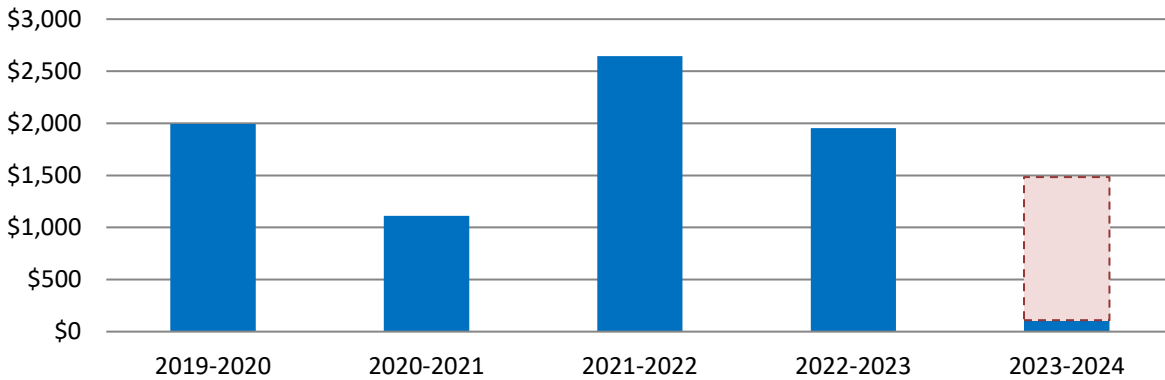
TABLE 1: FINANCIAL ASSISTANCE GRANTS ADVANCE PAYMENTS

Financial Year	Number of Quarters Advanced	Increase in Operating Surplus (Value of Advance)
2023-2024	more than 3	\$0
2022-2023	more than 3	\$1,405,173
2021-2022	3	\$1,071,000
2020-2021	2	\$607,000
2019-2020	2	\$655,000
2018-2019	2	\$595,000

However, the advance payment was not able to be recognised in the 2023-2024 Financial Year Operating result due to the delay in transfer of funds from the Federal Government, thereby impacting Council’s Operating Surplus for the 2023-2024 Financial Year. It should be noted, that if Council received this advance of Grant funding, as scheduled on 28 June 2024 and included in the budget, Council would have reported an Operating Surplus for 2023-2024 of \$1.375 million.

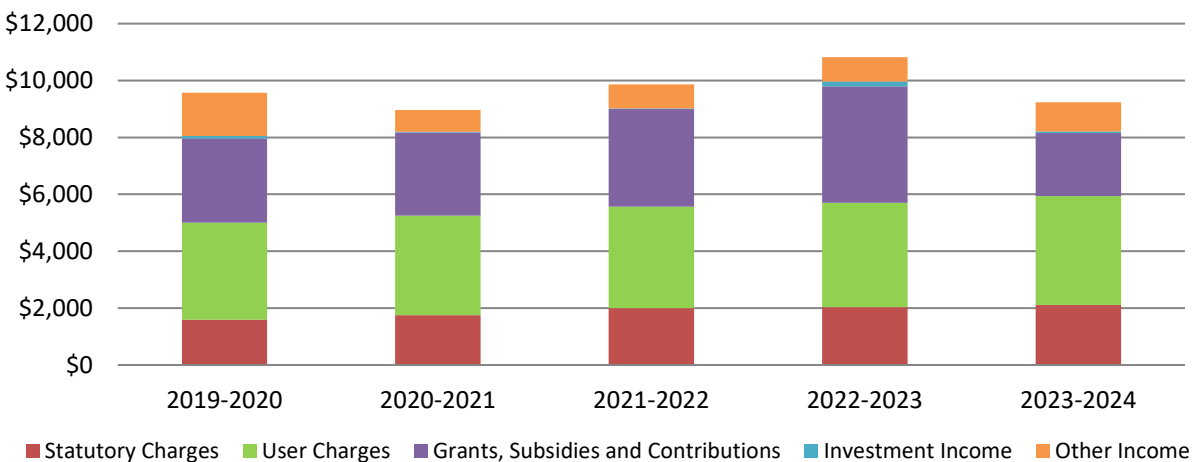
Figure 1 below, shows the Operating Surplus over the last five (5) years and compares the impacts of the advance payment of Financial Assistance Grants.

FIGURE 1: OPERATING SURPLUS (DEFICIT) - \$'000



As detailed in Figure 2 below, non-rate revenues have decreased by 15% compared to the 2022-2023 Financial Year, which is due to a combination of the lower interest income that has been received from the Local Government Finance Authority for “cash at bank” as a result of expending funds to advance Operating & Capital projects and Carry forwards from the 2022-2023 Financial Year and the non-recognition of the advance receipt of the 2024-2025 Financial Assistance Grant Funding.

FIGURE 2: NON-RATE REVENUES - \$'000



The cost to deliver the Council's continuing services (i.e. Recurrent Operating Costs) increased by 8% (\$3.935 million) compared to 2022-2023. Primary drivers for this increase were:

- Depreciation, amortisation and impairment have increased by \$1.290 million compared to 2022-2023, as a result of \$15 million capitalisation of fixed assets during the 2022-2023 Financial Year.
- Employee costs have increased mainly as a result of year-on-year wage increases as contained in Enterprise Bargaining Agreements for Municipal Officers Award of 3% and Local Government Award (Field staff) of 10.5%.
- Finance costs were higher during the year by \$0.155 million, due to increased expenditure on Capital Projects and Carry Forwards from the 2022-2023 Financial Year. This represents a timing difference of the finance cost expected to occur in line with the Capital Budget proposed in 2022-2023. Finance costs for 2022-2023 Financial Year were reported as under budget by \$0.414 million due to Capital Projects that were carried forward to the 2023-2024 Financial Year.

In addition to continuing services, the Council delivered twenty-seven (27) Operating Projects, which encompassed a number of new service initiatives and one-off activities or programs. The net cost of delivering these completed projects was \$1.053 million.

Depreciation, Amortisation & Impairment increased by 11% (\$1.289 million). This increase is attributed to Depreciation costs on the major assets which have been capitalised in the prior year.

b. Non-Operating Items

A Non-Operating impact from assets related activities of \$1,951,267 (gain) is reported for the 2023-2024 Financial Year (2022-2023 Non-Operating Loss \$862,114). The Non-Operating transactions comprised of:

- Loss on Sale and Write-off of Infrastructure Assets renewed as part of the Capital Works program and loss on sales of Payneham Memorial Swimming Centre Assets. (\$4.491 million)
- Grant Funding received or recognised for Capital Projects including: \$6.442 million
 - Trinity Valley Stormwater Upgrade Project Stage 2 \$3,288,444
 - River Torrens Linear Park Path Upgrade Project \$1,350,000
 - Payneham Memorial Swimming Centre Upgrade Project \$560,000
 - Dunstan Adventure Playground Redevelopment Project \$450,000
 - William Street Roundabouts \$430,000
 - Burchell Reserve Upgrade Project \$210,000
 - Annual acquisition of Library Books \$99,939

c. Other Comprehensive Income

Other Comprehensive Income comprises items of income and expenditure that are not recognised in the Net Surplus (Deficit) for the year, as required or permitted by other Australian Accounting Standards. Such items include the impact of changes in asset values due to revaluations. The value of Other Comprehensive Income reported in the Statement of Comprehensive Income for the 2023-2024 Financial Year is \$39.884 million (2022-2023: \$49.019 million).

The major factor contributing to the Income is the indexation of the Councils' Civil Infrastructure, Land and Building Assets.

Balance Sheet

The Net Assets of the Council on 30 June 2024 is \$628 million, an increase of \$41.944 million from 2022-2023 Financial Year. Major movements include:

a. Assets

Current Assets have decreased by \$1.793 million, predominately due to a decrease in cash held with the Local Government Financing Authority.

This was offset by an increase in Non-Current Assets of \$55.224 million, mainly due to the addition of new assets and revaluation during the year of \$50.825 million.

b. Liabilities

During 2023-2024 Financial Year, total liabilities increased by \$34.037 million. The increase was predominately due to the increase in borrowing to fund Capital projects and Carry Forward projects from the 2022-2023 Financial Year.

c. Revaluations

In line with the Councils Asset Revaluation Policy, formal valuations of the major asset classes are undertaken on a rolling five (5) year period and for Asset Classes, not subject to an independent valuation, the carrying values of Assets Classes were reviewed and adjusted where appropriate. The revaluation impact for each asset class is detailed in Table 2.

TABLE 2: IMPACT OF ASSET REVALUATION

Asset Class	Revaluation Increase/ (Decrease) \$million	Comments
Land	16.108	Represents a 6.8% increase in Fair Value based on average increase in capital valuations as reported by the Valuer Generals Report in June 2024
Buildings and Other Structures	4.242	Represents a 6.8% increase in Fair Value based on average increase in capital valuations as reported by the Valuer Generals Report in June 2024
Open space Assets	1.665	Represents a 8% increase in Fair Value based on the unit price assessment undertaken by Tonkin Consulting.
Road Infrastructure	9.309	Represents a 10% increase in Fair Value based on the unit price assessment undertaken by Tonkin Consulting.
Kerbing	3.015	Represents a 5% increase in Fair Value based on the unit price assessment undertaken by Tonkin Consulting.
Footpaths	(0.540)	Represents a 2% decrease in Fair Value based on the unit price assessment undertaken by Tonkin Consulting.
Linear Park	0.110	Represents an 11% increase in Fair Value based on the unit price assessment undertaken by Tonkin Consulting.
Storm-water Drainage	4.712	Represents a 7% increase in Fair Value, based on the unit price assessment undertaken by Tonkin Consulting.
Off- Roads Carparks	0.183	Represents an 8% increase in Fair Value, based on the unit price assessment undertaken by Tonkin Consulting.
Traffic Control Assets	0.357	Represents an 8% decrease in Fair Value, based on the unit price assessment undertaken by Tonkin Consulting.
Footbridge	0.092	Represents a 8% increase in Fair Value, based on the unit price assessment undertaken by Tonkin Consulting.
Total	39.253	

Overall, the revaluation increase for the 2023-2024 Financial Year is \$39 million, compared to an increase of \$49 million for the 2022-2023 Financial Year.

Statement of Cash Flows

For the 2023-2024 Financial Year, the Council is reporting a net decrease in cash and cash equivalents of \$3.320 million. The Council generated \$10.348 million from operating activities, with the funds being used to complete the Council's Capital Renewal Works Program and expenditure on New and Upgraded Assets (\$25.107 million). The Council commenced an additional borrowing of \$12.5 million which was used towards Infrastructure Capital program for Trinity Valley Stormwater Upgrade Project and Payneham Memorial Swimming Centre Redevelopment Project.

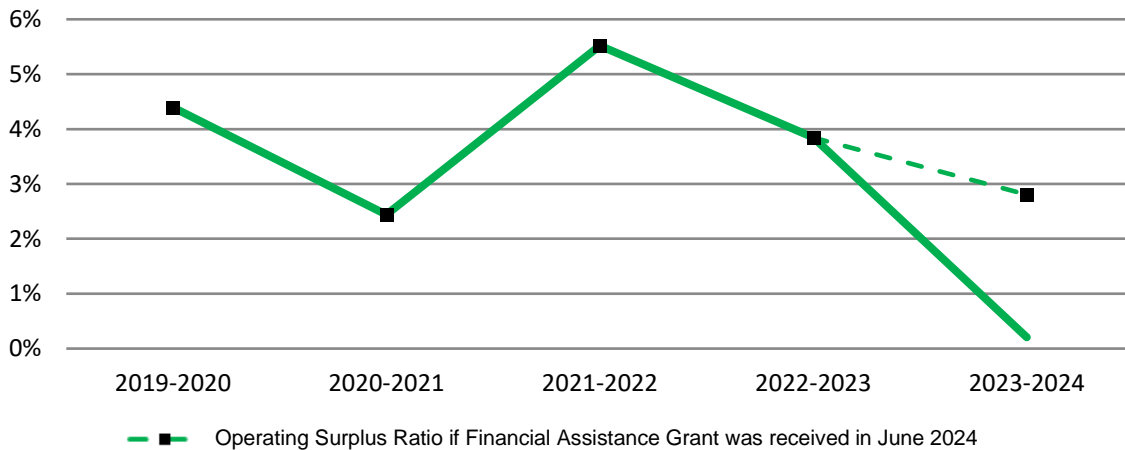
Section 126 (4) (a) of the *Local Government Act 1999*, requires that the functions of an Audit & Risk Committee include the review of the Annual Financial Statements to ensure that they present fairly the state of affairs of the Council. To ensure that the Audit & Risk Committee discharges its responsibilities under the Act, the information included in **Attachment A** and in particular **Attachment B**, is provided for review.

Financial Ratios

Financial Indicators represented by the following three (3) Financial Ratios are set out below:

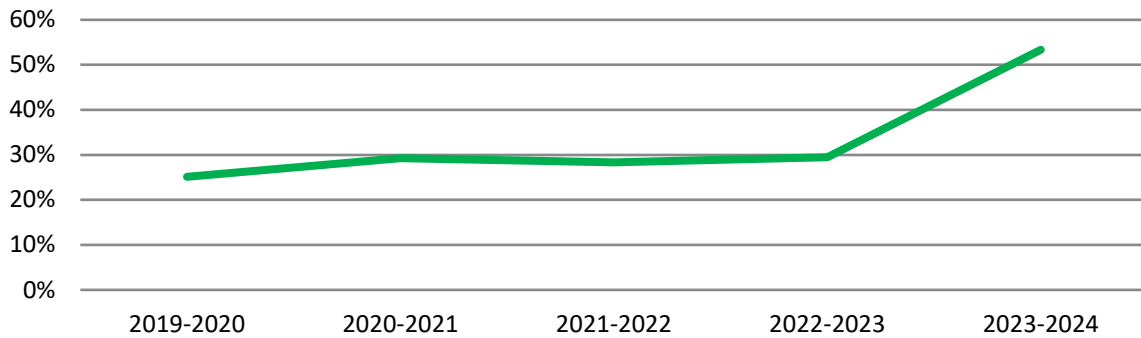
- Operating Surplus Ratio (refer to Figure 3)
- Net Financial Liabilities Ratio (refer to Figure 4) and
- Asset Renewal Funding Ratio (refer to Figure 5)

FIGURE 3: OPERATING SURPLUS RATIO



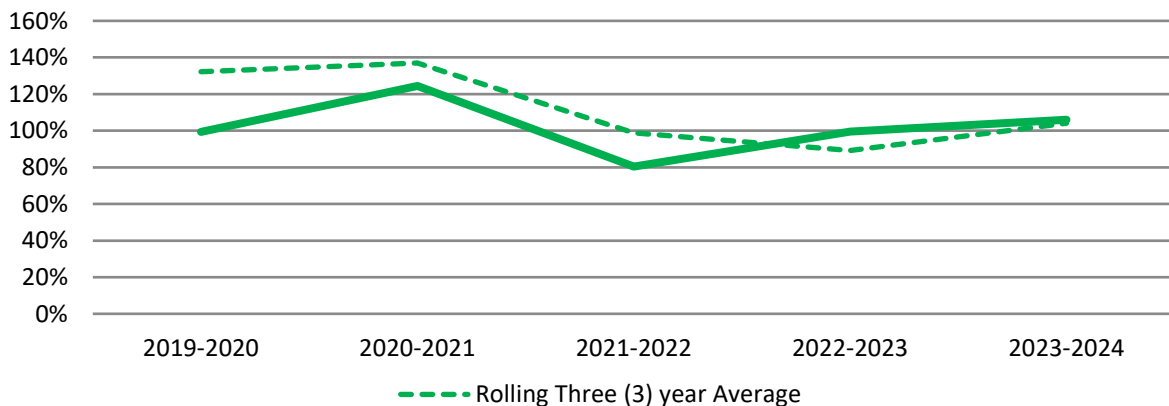
The 2024-2034 Long-Term Financial Plan target for the Operating Surplus Ratio between 0% and 10%

The Operating Surplus/ (Deficit) Ratio expresses the Council's Operating Surplus/ (Deficit) as a percentage of Operating Revenue.

FIGURE 4: NET FINANCIAL LIABILITIES RATIO

The 2024-2034 Long-Term Financial Plan target for Net Financial Liabilities Ratio is less than or equal to 100%

The Net Financial Liabilities Ratio measures the extent to which the net amount owed by the Council is met by its Operating Revenue. Net Financial Liabilities are represented by Total Liabilities less Current Assets.

FIGURE 5: ASSET RENEWAL FUNDING RATIO

The 2024-2034 Long Term Financial Plan Target between 90% and 110% on a 3 year rolling average.

The Asset Renewal Funding Ratio measures whether the Council is renewing or replacing existing physical assets (roads, footpaths, buildings etc.), at the same rate at which the stock of assets is “wearing out”. The Asset Renewal Funding Ratio, is measured against the extent of the renewal expenditure incurred, compared to the planned renewal expenditure, as set out in the Council Asset Management Plans.

The Council’s 2024-2034 Long Term Financial Plan has set a target of between 90% and 110%, on a three (3) year rolling average. In some instances, the Council may be required to accelerate or decelerate the renewal or replacement of its existing asset base.

OPTIONS

There are no options associated with this issue.

CONCLUSION

The Council concluded the Financial Year with an Operating Surplus of \$108,599 (2022-2023: \$1.954 million), taking into account the late payment of the 2023-2024 Federal Government Financial Assistance Grants.

After Capital Items, which includes the impact of assets revaluations and grant funding specifically for asset upgrades or renewals and asset disposals, the Council is reporting a Total Comprehensive Income of \$41.944 million (2022-2023: \$50.112 million).

The Council's Auditor, Galpins, have completed the audit of the Council's Annual Financial Statements and have advised that they will sign an unqualified Independent Auditors' Reports in the form prescribed, upon the Presiding Member of the Audit & Risk Committee signing the "Council Certificate of Audit Independence".

There were no significant issues raised during the audit of this year's Financial Statements which would prevent the Audit & Risk Committee recommending to the Council to adopt the 2023-2024 Financial Statement.

COMMENTS

Nil

RECOMMENDATION

That the Audit & Risk Committee recommends to the Council that:

- a. the Annual Financial Statements for the year ended 30 June 2024, as contained in Attachment B be adopted;
 - b. the Annual Financial Statements for the year ended 30 June 2024, be dated 4 November 2024 and be signed on behalf of the Council by the Mayor; and
 - c. the Asset Revaluations as set out in Table 2 of this report be adopted.
-

Cr Clutterham moved:

That the Audit & Risk Committee recommends to the Council that:

- a. *the Annual Financial Statements for the year ended 30 June 2024, as contained in Attachment B be adopted;*
- b. *the Annual Financial Statements for the year ended 30 June 2024, be dated 4 November 2024 and be signed on behalf of the Council by the Mayor; and*
- c. *the Asset Revaluations as set out in Table 2 of this report be adopted.*

Seconded by Ms Sandra Di Blasio and carried unanimously.

CONFIDENTIAL MEETING WITH COUNCIL'S EXTERNAL AUDITOR

Short Term Suspension of Proceedings

In accordance with Regulation 17B of the Local Government (Financial Management) Regulations 2011, which prescribes that there must be at least one (1) confidential meeting with the Auditor where the majority of Committee Members are present and no Elected Members or Employees of the Council are present (other than Elected Members who are Members of the Committee), Mr Tim Mulhausler from Galpins (the Council's External Auditor) attended the meeting of the Committee.

At 7.15pm Cr Piggott moved:

That pursuant to Section 90(2) of the Local Government Act 1999 (the Act), the Audit & Risk Committee considers it necessary and appropriate that the public, any Elected Members who are not appointed to the Audit & Risk Committee and staff present [Chief Executive Officer, General Manager, Governance & Civic Affairs, Manager, Governance, Chief Financial Officer, Manager, Information Services and Governance Officer], be excluded from the meeting for the purposes of the Committee's confidential meeting with the Council's Auditor in accordance with Regulation 17B of the Local Government (Financial Management) Regulations 2011 and Section 90(3)(g) of the Act which relates to matters that must be considered in confidence in order to ensure that the Audit & Risk Committee does not breach any law or any duty of confidence.

Seconded by Ms Sandra Di Blasio and carried unanimously.

The public, any Elected Member not appointed to the Audit & Risk Committee and all Council staff left the meeting at 7.16pm.

Resumption of Proceedings

The public, any Elected Member not appointed to the Audit & Risk Committee and staff returned to the meeting at 7.46pm.

**6.4 REGIONAL SUBSIDIARIES – AUDITED FINANCIAL STATEMENTS FOR THE YEAR ENDED
30 JUNE 2024**

REPORT AUTHOR: Senior Finance Business partner
GENERAL MANAGER: Chief Executive Officer
CONTACT NUMBER: 8366 4549
FILE REFERENCE: qA98586
ATTACHMENTS: A - D

PURPOSE OF REPORT

The purpose of this report is to provide the Audit & Risk Committee with the 2023-2024 Audited Financial Statements for the Regional Subsidiaries of which this Council is a Member.

BACKGROUND

Section 216 (4) of the *Local Government (Financial Management) Regulations 1999* (the Regulations), requires that:

The Chief Executive Officer of a council must ensure that any audited financial statements of a subsidiary received for the purposes of clause 12 (3) (a) or 28 (2) (a) of Schedule 2 of the Act are laid before the council at the first meeting of the council following their receipt by the Chief Executive Officer on behalf of the council.

In accordance with the Regulations, the Audited Financial Statements have been received from the following Regional Subsidiaries:

- Eastern Health Authority Inc. (refer to **Attachment A**);
- Eastern Waste Management Authority Inc. (refer to **Attachment B**);
- ERA Water (refer to **Attachment C**); and
- Highbury Landfill Authority Inc. (refer to **Attachment D**).

RELEVANT STRATEGIC DIRECTIONS & POLICIES

Not Applicable.

FINANCIAL AND BUDGET IMPLICATIONS

As required, the financial performance of the Regional Subsidiaries of which this Council is a Member, is accounted for in the Council's Annual Financial Statements which are submitted concurrently.

The Council has included in its reported Operating Surplus (based on the respective ownership shares as detailed in Table 1), a net loss associated with its Regional Subsidiaries of \$295,047 (2022-2023: \$307,366 net loss).

EXTERNAL ECONOMIC IMPLICATIONS

Not Applicable.

SOCIAL ISSUES

Not Applicable.

CULTURAL ISSUES

Not Applicable.

ENVIRONMENTAL ISSUES

Not Applicable.

RESOURCE ISSUES

Not Applicable.

RISK MANAGEMENT

There are no risk management issues arising from the preparation this report.

CONSULTATION

- **Committee Members**

Cr Clutterham is a Board Member of the Eastern Waste Management Authority Inc.
Ms Sandra DiBlasio is a Member of the ERA Water and East Waste Audit Committees.
Cr Piggott is a Board Member of ERA Water and the Highbury Landfill Authority Inc.

- **Community**

Not Applicable.

- **Staff**

Not Applicable.

- **Other Agencies**

Not Applicable.

DISCUSSION

Table 1 below, sets out the Net Surplus (Deficit) of the respective Regional Subsidiaries for the year ended 30 June 2024, together with the Council's share of the Operating Result which has been accounted for in the Council's 2023-2024 Financial Statements.

TABLE 1: REGIONAL SUBSIDIARY NET SURPLUS/ (DEFICIT)

Regional Subsidiary	Net Surplus / (Deficit)	Councils Share of Net Operating Surplus / (Deficit)	
		Percentage	\$
Eastern Health Authority	\$ 122,120	31.27%	\$ 38,653
Eastern Waste Management Authority	(289,000)	12.5%	(36,125)
ERA Water	(623,784)	33.33%	(207,928)
Highbury Landfill Authority	(222,136)	40.36%	(89,647)

Important points to highlight resulting from the 2023-2024 Financial year for the respective Regional Subsidiaries are set out below:

- Eastern Health Authority

The Eastern Health Authority Inc. reported an Operating Surplus of \$38,653. The Operating Surplus is due to the combined impact of increased income arising from an increase in the Food Inspection service and Workplace Immunisation Service Program, which the Eastern Health Authority provided during the full year. An increase in the investment income due to a higher cash balance and in line with tighter cost controls.
- Eastern Waste Management Authority

The Operating Income Statement shows a year-end net loss of \$289,000, which is primarily attributed to two (2) key areas, these being continued unforeseen fleet maintenance expenditure and higher than anticipated employee costs, in particular, East Waste's use of Casual Agency Staff due to staff vacancies.

Unexpected fleet maintenance costs included replacements and repairs to the existing fleet. Overall, the 2023-2024 year was a challenging year in relation to fleet management and upon further review of the costs, it has been identified as an anomaly with the number of significant breakdowns, coupled with bringing the fleet replacement program back into line.

Employee costs throughout the year have been high and due to an overall increase in collection hours, higher than expected overtime and significant use of casual labour to fill operationally required positions. Casual staff backfilling roles within the Collections Team paid at a premium rate and typically taking longer to undertake the same work which resulted in a yearly overspend against the Adopted Budget of \$550k.

With respect to the overall \$289,000 shortfall, the Authority has proposed to draw down on existing cash reserves, rather than seek additional funding from the Constituent Councils. The financials, as presented, are reflective of this position (East Waste 'self-funding' the budget deficit) and highlights the benefits of East Waste maintaining a small cash reserve.
- ERA Water

For the 2023-2024 irrigation season, South Australia has experienced a dry spring (the driest on record) and summer which led to ERA Water providing a record 316 ML of clean harvested stormwater to its Constituent Councils and external customers for irrigation purposes, thereby reducing the demand on the River Murray and the State's reservoirs. The stormwater would otherwise have gone into Gulf St Vincent.

Financially, expenses totalled \$1,765,047 against an income of \$1,153,886 resulting in an Operating Deficit of \$623,784 after asset disposal and fair value adjustment (compared to \$658,658 in the previous financial year). Expenses included \$415,533 for depreciation and \$593,710 for loan interest which, combined, equated to 57.2% of expenditure.

The focus of ERA Water is to pursue opportunities to increase revenue through further sales to achieve the Charter's object and purpose of being financially self-sufficient as far as possible.

- Highbury Landfill Authority Inc. The Highbury Landfill Authority Inc. reported an Operating Deficit of \$222,136. To meet the legislative requirements associated with the post-closure of the landfill, the Highbury Landfill Authority Inc., is required to estimate the future costs to manage the post-closure phase of the landfill. An external review of the provision calculation was undertaken this year by consultants WSP Australia Pty Ltd (formerly Golders) and the cashflow assumptions were considered appropriate. The inflation rate was increased in line with the RBA projections and the interest rates revised to match future predicted Commonwealth bond rates. These revised rates in the provision calculation have not however, had a material impact on the Balance Sheet. The Highbury Landfill Authority is now 14 years into the post-closure management period and the post-closure provision represents the net present value calculation of the future cash outflows to manage the site for the remaining 11 years. As a result of the review, the post-closure provision was increased by \$193,579. This adjustment has contributed to the reported Net Deficit.

OPTIONS

Not Applicable.

CONCLUSION

The Council's 2023-2024 Annual Financial Statements are reporting a Net Loss on Equity Accounted Council Businesses of \$295,047 (2022-2023: \$307,366 Net Loss).

COMMENTS

Nil

RECOMMENDATION

That the report and the Audited Financial Statements from the Eastern Health Authority Inc. (Attachment A), Eastern Waste Management Authority Inc. (Attachment B), ERA Water (Attachment C) and Highbury Landfill Authority Inc. (Attachment D), be received and noted.

Cr Piggott moved:

That the report and the Audited Financial Statements from the Eastern Health Authority Inc. (Attachment A), Eastern Waste Management Authority Inc. (Attachment B), ERA Water (Attachment C) and Highbury Landfill Authority Inc. (Attachment D), be received and noted.

Seconded by Cr Clutterham and carried unanimously.

6.5 CYBER SECURITY FRAMEWORK

REPORT AUTHOR: Manager, Information Services
GENERAL MANAGER: General Manager, Governance & Civic Affairs
CONTACT NUMBER: 83664581
FILE REFERENCE: A1014744
ATTACHMENTS: Nil

PURPOSE OF REPORT

The purpose of this report is to provide information to the Audit & Risk Committee, regarding the status of the Council's Cyber Security Framework.

BACKGROUND

Cyber Security is the practice of protecting computer systems, networks and data that is used by the Council to deliver services to the Community from unauthorised access, use, disclosure, disruption, modification or destruction. This includes financial systems and citizen records.

Reliance on technology has made organisations, including Councils, increasingly vulnerable to cyber threats. To mitigate these risks, it is essential to:

- **Protect Sensitive Data:** Personal information, financial data, and intellectual property are some examples of valuable data that needs to be protected. A breach can have severe consequences for individuals and the Council.
- **Prevent Financial Loss:** Cyber attacks can lead to financial losses through fraud, theft, and disruption of business operations.

Some of the common cyber threats include:

- **Malware:** Malicious software such as viruses, worms, and ransomware.
- **Phishing:** Attempts to trick individuals into revealing sensitive information.
- **Denial-of-service (DoS) attacks:** Attempts to overwhelm a system with traffic, making it unavailable.
- **Data breaches:** Unauthorized access to sensitive data.
- **Supply chain attacks:** Targeting third-party vendors to gain access to an organisation's systems.

The Council's Cyber Security Framework ensures that the Council is equipped with security measures to safeguard sensitive information and protect it from cyber threats.

RELEVANT STRATEGIC DIRECTIONS & POLICIES

Not Applicable.

FINANCIAL AND BUDGET IMPLICATIONS

The Council has allocated funding as part of the 2024-2025 Budget for the provision of Information Technology services for the organisation which includes the Cyber Security Framework.

EXTERNAL ECONOMIC IMPLICATIONS

Not Applicable.

SOCIAL ISSUES

Not Applicable.

CULTURAL ISSUES

Not Applicable.

ENVIRONMENTAL ISSUES

Not Applicable.

RESOURCE ISSUES

The Council's Information Services Unit manages the Council's Cyber Security Systems.

RISK MANAGEMENT

Not Applicable.

CONSULTATION

- **Elected Members**
Not Applicable.
- **Community**
Not Applicable.
- **Staff**
Not Applicable.
- **Other Agencies**
Not Applicable.

DISCUSSION

Like all Councils, this Council faces unique challenges in the realm of cyber defence, as a result of the diverse range of services that are provided by the Council and the sensitivity of information that the Council receives and manages.

In terms of cyber security, a "*best practice*" approach includes the following:

1. Risk Assessment and Prioritisation
 - Identification of critical assets: determine which systems, data and services are most important to protect.
 - Assessment of vulnerabilities: regularly evaluate potential threats and vulnerabilities.
 - Prioritise risks: focus on mitigating the most significant risks first.
2. Governance and Policy
 - Development of a Cyber Security Policy outlining the Council's commitment to cyber security.
 - Implementation of governance structures: creation of a governance framework to oversee cybersecurity efforts.
 - Ensuring compliance: compliance with relevant regulations, standards, and frameworks (e.g., Essential Eight, ISO 27001, NIST Cybersecurity Framework).

3. Education and Awareness

- Staff Training: provision of regular training to employees on cybersecurity best practices, including phishing awareness, secure password management and incident reporting.
- Promotion of a security culture: foster a culture where employees understand the importance of cybersecurity and are empowered to report suspicious activity.

4. Technology Controls

- Implementation of strong network security: using firewalls, intrusion detection systems and other network security measures.
- Protection of endpoints: secure devices like computers, laptops, and mobile devices with antivirus software, patch management, and encryption.
- Encryption of sensitive data: use encryption to protect sensitive data both at rest and in transit.
- Implementation of multi-factor authentication (MFA): require multiple forms of authentication for access to critical systems.

5. Incident Response

- Development of an incident response plan: create a detailed plan outlining steps to be taken in the event of a cyber incident.
- Testing the plan: regularly test the incident response plan to ensure its effectiveness.
- Conducting post-incident reviews: analyse incidents to identify lessons learned and improve future preparedness.

6. Third-Party Risk Management

- Assessment of vendors: evaluate the cybersecurity practices of third-party vendors and suppliers.
- Contracts: Ensure that contracts with vendors include strong cybersecurity clauses.

7. Backup and Recovery

- Conducting regular backups: implement regular backup procedures to protect data from loss or corruption.
- Testing backups: regularly test backup procedures to ensure their effectiveness.
- Disaster Recovery plan: develop a plan to recover operations in the event of a major cyber incident.

Cyber Security is not a one-size-fits-all solution as each organisation is different. The most effective approach will depend on an organisation's specific needs, resources, and risk appetite.

In respect to the best practices set out above, staff have implemented most of the controls and is in the process of finalising the remainder, mainly in the areas of Governance and Policy. The Council has several policies that cover security, but does not have a stand-alone Cyber Security Policy.

The Council is currently aligned with the Australian Cyber Security Centre's (ACSC) *Essential Eight Framework*. The *Essential Eight* is a robust cyber security framework that has been developed by the Australian Cyber Security Centre (ACSC). It provides a prioritised list of eight mitigation strategies to assist organisations to reduce their cyber security risk.

1. patch applications;
2. user application hardening;
3. application control;
4. restrict administrative privileges;
5. patch operating systems;
6. restrict Microsoft Office macros;
7. multi-factor authentication; and
8. regular backups.

The *Essential Eight Maturity Model* supports the implementation of the *Essential Eight* and is based on ACSC's experience in producing cyber threat intelligence, responding to cyber security incidents, conducting penetration testing and assisting organisations to implement the *Essential Eight*.

To assist organisations with the implementation of the *Essential Eight*, the following four (4) maturity levels have been defined (Maturity Level Zero through to Maturity Level Three):

Maturity Level 0: Basic security hygiene is lacking. Easy targets for common attacks.

Maturity Level 1: Vulnerable to common attacks like phishing and credential theft.

Maturity Level 2: More sophisticated attacks like social engineering and targeted credential theft.

Maturity Level 3: Highly targeted attacks using custom tools and techniques.

It is important to note that while the *Essential Eight* can assist in mitigating the majority of cyber threats, it will not mitigate all cyber threats.

In terms of the Council's current posture, the Council is at various maturity levels against the framework (ie. high levels of maturity in some areas and low in others).

1. Patching of Applications:

Status: Level 0: Reliance on the manual patching process. While some applications, like Office and Chrome, are automatically patched with the operating system, most Council-specific applications are patched as required.

2. User Application hardening (making software more secure against attacks):

Status: Level 2: All applications are reviewed and unnecessary features are removed. Access to applications is restricted to approved staff.

3. Application Control:

Status: Level 2: Firewalls are configured according to industry best practices and rule sets are regularly reviewed. Upon completing a major upgrade or configuration change, Information Services engages an external party to perform a vulnerability scan.

Additionally, the Australian Signals Directorate (part of the Defence Department) has commenced performing quarterly vulnerability scans on all Government agencies as part of the Cyber Hygiene Improvement Program (CHIPs). This will provide the Council with more frequent vulnerability scans in the future.

4. Restricting administrative rights:

Status: Level 2: All Information Services administrators use a standard account for general business and an elevated administrator account to perform any system administrator. Privileges are granted based on use and roles.

5. Patching of operating systems:

Status: Level 2: All server operating systems are automatically patched monthly. The patches are installed into non-core systems two weeks prior to core systems and updates are tested before the same patches are installed onto core systems.

6. Restrict Microsoft Office macros:

Status: Level 2: Macros are blocked on all workstations, and only signed or approved scripts can run from approved locations.

7. Multi-factor Authentication (MFA):

Status: Level 2: MFA has been enabled for all external access to Council systems from non-Council devices. MFA is also enabled for internal access of core systems, such as backups and firewall access.

8. Regular backups:

Status: Between Level 2 and Level 3: All systems are backed up daily to multiple locations, and only the core corporate data is backed up to the Cloud. The Cloud copy is an immutable copy that cannot be modified or removed for three (3) months.

The current approach that has been in respect to cybersecurity is reactive, focusing on addressing threats after they occur. To elevate our maturity level, the organisation will need to transition to a more proactive or continuous approach.

By adopting a more proactive or continuous approach, the Council's cyber resilience will be significantly enhanced and protected against emerging threats.

However, this will require significant funding for automation tools and potentially a dedicated Cyber Security staff member.

Proactive Cybersecurity requires the following:

- **Automated Vulnerability Scanning:** Implement tools to automatically identify vulnerabilities in our systems.
- **Semi-Automated Remediation:** Explore the use of semi-automated tools to address vulnerabilities.
- **Dedicated Resource:** Allocate part-time resources to oversee and manage proactive cybersecurity initiatives.

Continuous Cybersecurity:

- **Advanced Tools:** Invest in automated tools for continuous monitoring and threat detection.
- **Dedicated Staff:** Employ a dedicated cybersecurity professional to identify and respond to threats in real-time.

It is acknowledged by ACSC that *“even Maturity Level Three will not stop malicious “actors” that are willing and able to invest enough time, money and effort to compromise a target”*.

The investment therefore of significant funds and resources needs to be considered using a risk-based approach.

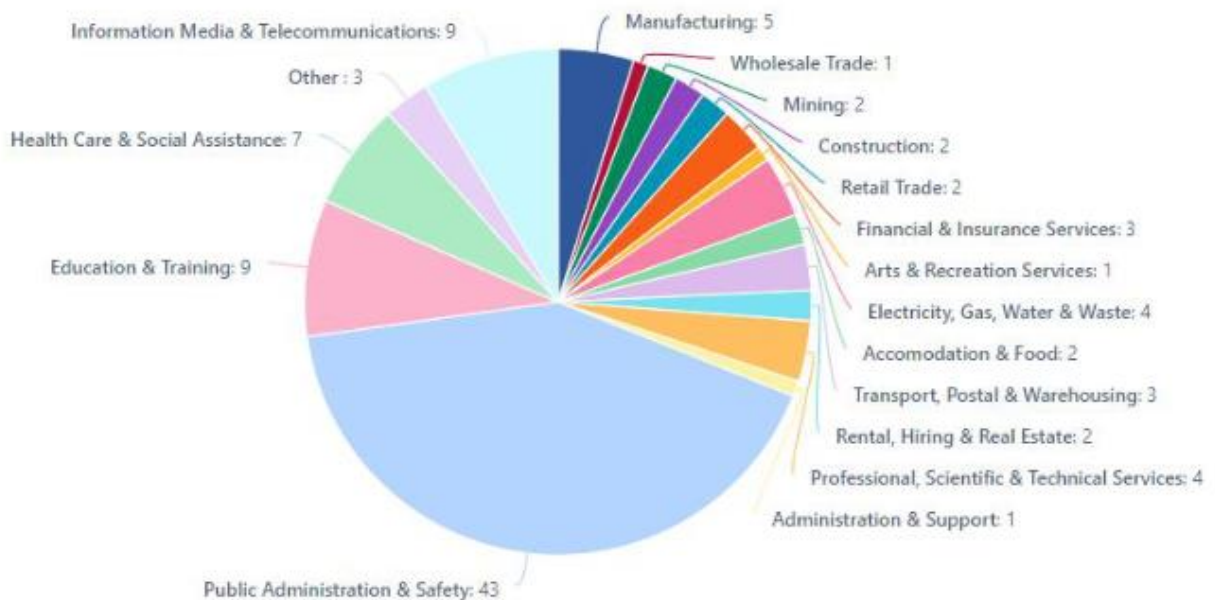
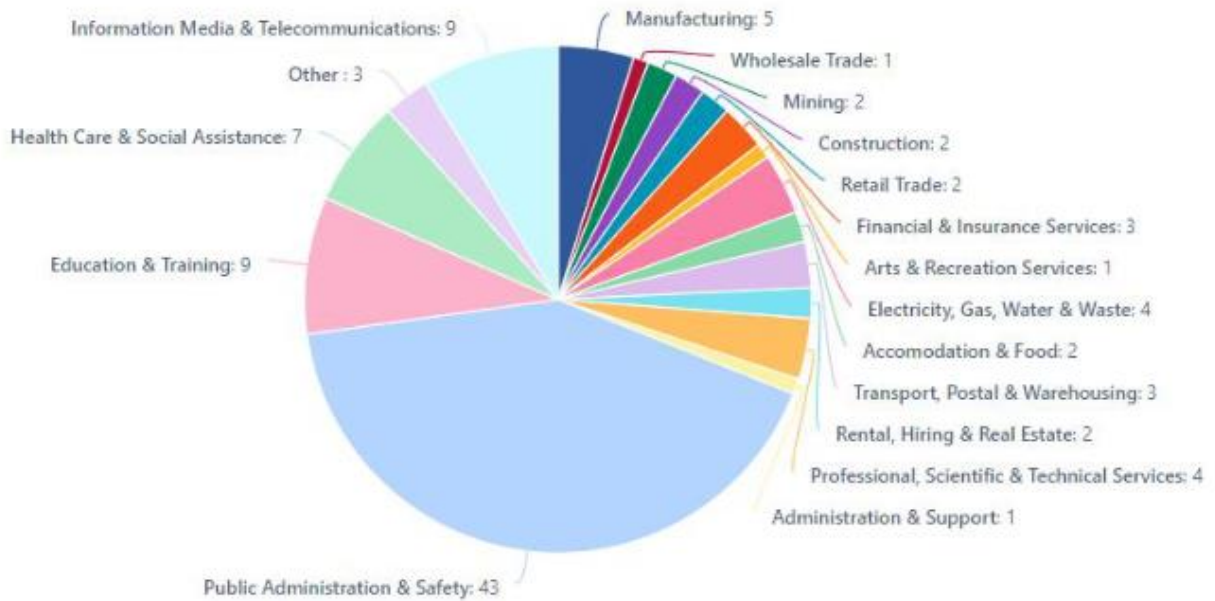
Between 1 July 2022 and 30 June 2024, the Council's Information Services Unit tracked and reviewed two (2) Information Security incidents. Details of these incidents are set out in Table 1 below.

TABLE 1: INFORMATION SECURITY INCIDENTS 1 JULY 2022 TO 30 JUNE 2024

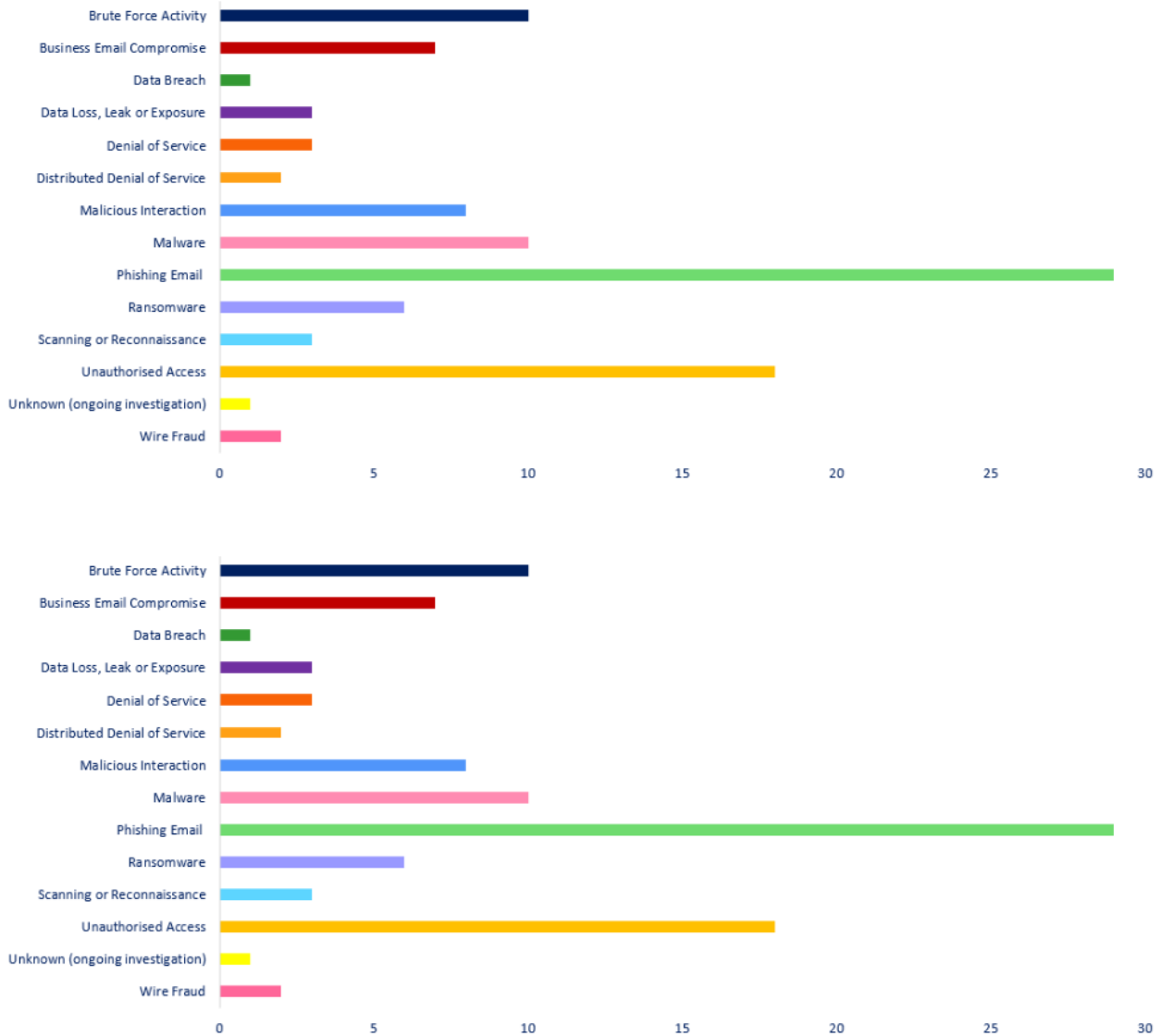
Date	Threat type	Impact	Reactive Actions	Preventative actions/Comments
31 March 2023	Credential	A staff member's bank account details were leaked.	The source of the leak was identified, and the staff member was notified.	Staff were provided additional Phishing training. The incident was reported to Cyber.gov and the SAPOL.
22 Nov 2022	Credential	Staff members were storing passwords in insecure locations.	The passwords were locked down and staff members were required to remove the passwords from the insecure locations.	Staff members were reminded of the policy regarding sharing of passwords and keeping passwords secure.

The Public Administration and Safety sector reports the highest frequency of cybersecurity incidents to the ACSC compared to other sectors.

Incidents reported to the ACSC in a month:



The major incident types are phishing, unauthorised access, and malware.



Whilst the Council has successfully implemented advanced email security and next-generation endpoint protection tools to combat phishing and malware, the focus has primarily been on external threats.

However, it is crucial to recognise the significant risk posed by internal threats originating from within the Council's network.

Implementing robust internal protections can be more complex than external defences. While restricting access is essential, it must be carefully balanced to avoid hindering staff productivity. Overly restrictive measures can impede the ability of staff to perform their duties efficiently, potentially leading to frustration and decreased productivity.

Future Priorities: Elevating the Council's Cybersecurity Posture

The Information Services Unit has been proactively implementing additional security measures as part of the Council's equipment replacement program. The current focus is on a network segmentation project to enhance internal protections.

To this end, the Information Services Unit is reviewing opportunities to invest in "Identity Threat Protection" and continuous internal and external vulnerability scanning.

OPTIONS

This report is providing for information purposes only.

CONCLUSION

Additional initiatives, (at a cost of approximately \$50,000 per annum), which significantly strengthen the Council's ability to defend against unauthorised access, malicious interactions, and brute force attacks, will be considered as part of IT Strategy that will be undertaken this financial year.

COMMENTS

Nil.

RECOMMENDATION

That the report be received and noted.

Cr Clutterham moved:

That the report be received and noted.

Seconded by Ms Sandra Di Blasio and carried unanimously.

6.6 STRATEGIC RISK SERVICES PROGRAM UPDATE

REPORT AUTHOR: Manager Governance
GENERAL MANAGER: General Manager, Governance & Civic Affairs
CONTACT NUMBER: 8366 4593
FILE REFERENCE: qA162025
ATTACHMENTS: A

PURPOSE OF REPORT

The purpose of this report is to advise the Audit & Risk Committee (the Committee), of the Council's participation in the Local Government Risk Services (LGRS) Strategic Risk Services Program (the Program).

BACKGROUND

The *Statutes Amendment (Local Government Review) Act 2021* (Reform Act), contains the most significant reform to the legislative framework for Local Government since the commencement of the *Local Government Act 1999* (the Act).

Several amendments to the Act and Regulations, which were contained within the Reform Act, commenced on 30 November 2023. This suite of financial and governance accountability changes to the Act, included mandatory risk management related functions for Councils' Chief Executive Officers and Councils' Audit & Risk Committees.

Updates on the application of other legislative changes which impact upon the Committee's operations (in relation to the Committee's Terms of Reference and Work Plan), are the subject of separate items on the Agenda for this Meeting of the Committee.

A copy of the *LGRS Strategic Risk Services Program Scope of Works* is contained in **Attachment A**.

RELEVANT STRATEGIC DIRECTIONS & POLICIES

Not Applicable

FINANCIAL AND BUDGET IMPLICATIONS

Not Applicable.

EXTERNAL ECONOMIC IMPLICATIONS

Not Applicable.

SOCIAL ISSUES

Not applicable.

CULTURAL ISSUES

Not Applicable.

ENVIRONMENTAL ISSUES

Not Applicable.

RESOURCE ISSUES

Not Applicable.

RISK MANAGEMENT

Supporting the Audit & Risk Committee to meet its legislated purpose, functions and activities will ensure the required independent assurance and advice to the Council.

CONSULTATION

- **Elected Members**
Elected Members will be kept informed and participate in the Program particularly regarding the application of risk management principles to strategic planning and decision-making processes.
- **Community**
Not Applicable.
- **Staff**
The implementation of the Program will involve staff from across the Council to assist with embedding effective risk management processes to support the Council, Chief Executive Officer and the Audit & Risk Committee to achieve their mandatory roles in relation to risk management.
- **Other Agencies**
Not Applicable.

DISCUSSION

Section 126 (4)(h) of the Act provides that one of the functions of a Council's Audit & Risk Committee includes:

'reviewing and evaluating the effectiveness of policies, systems and procedures established and maintained for the identification, assessment, monitoring, management and review of strategic, financial and operational risks on a regular basis'.

This requirement aligns with the other risk management function related changes to the Act which commenced on 30 November 2023. These changes mandate risk management obligations on the Council and the Chief Executive Officer as follows:

- The Council's obligation pursuant to Section 125(3) of the Act:
'A council must ensure that appropriate policies, systems and procedures relating to risk management are implemented and maintained in order to assist the council to carry out its activities in an efficient and orderly manner to achieve its objectives, inform appropriate decision making, facilitate appropriate prioritisation of finite resources and promote appropriate mitigation of strategic, financial and operational risks relevant to the council.'
- The Chief Executive Officer's obligations in relation to Section 99(1)(ia) of the Act:
'to ensure that effective policies, systems and procedures are established and maintained for the identification, assessment, monitoring, management and annual review of strategic, financial and operational risks.'

While the Council has had a risk management framework in place for many years and risk management forms a key component in decision-making at all levels, these legislative requirements warrant a comprehensive review to ensure that the Council has current, clear, robust and effective policies, systems and procedures in place. To this end, LGRS Strategic Risk Services are well placed to assist the Council as the Program is provided to the Council at no additional cost as part of the Council's membership of the Local Government Association Mutual Liability Scheme.

In accordance with the attached Scope of Works, the Program provides a comprehensive approach to embedding effective and sustainable risk management principles and processes to assist with strategic and operational planning and decision making in the Local Government context.

It is envisaged that the Committee will be provided with regular updates on the implementation of the Program and quarterly reporting on strategic, financial and operational risks will be provided to the Committee which will support the Committee to achieve its function in relation to reviewing the effectiveness of the Council's risk management policies, systems and procedures.

OPTIONS

Not applicable as this report is provided for information purposes only.

CONCLUSION

The LGRS Strategic Risk Service Program will provide benefits across the Council and assist with both the implementation of a comprehensive and practical risk management framework, as well as building the required capability within the Council to ensure it can be sustainably maintained.

RECOMMENDATION

That the report be received and noted.

Ms Sandra Di Blasio moved:

That the report be received and noted.

Seconded by Cr Piggott and carried unanimously.

6.7 AUDIT & RISK COMMITTEE TERMS OF REFERENCE

REPORT AUTHOR: Manager, Governance
GENERAL MANAGER: General Manager, Governance & Civic Affairs
CONTACT NUMBER: 8366 4593
FILE REFERENCE: qA162025
ATTACHMENTS: A

PURPOSE OF REPORT

The purpose of this report is to present the updated *Audit & Risk Committee Terms of Reference* to the Audit & Risk Committee (the Committee) for consideration prior to being presented to the Council for adoption at the Council Meeting to be held on 2 December 2024. In addition, this report highlights the required changes to the membership of the Committee which will take effect once resolved by the Council.

BACKGROUND

The *Statutes Amendment (Local Government Review) Act 2021* (Reform Act), contains the most significant reform to the Local Government system since the Local Government Act commenced in 1999.

Several amendments to the *Local Government Act 1999* (the Act) and Regulations which were contained within the Reform Act and which impact upon the accountability and governance framework within which Councils operate, commenced on 30 November 2023. A significant number of the amendments focus on the function and activities of Council Audit & Risk Committees and these changes support the legislated purpose of Audit & Risk Committees, as prescribed in Section 126(1a) of the Act, which is to provide independent assurance and advice to the Council on accounting, financial management, internal controls, risk management and governance matters.

The changes to the legislative provisions applicable to the Committee primarily relate to the following:

- function and activities;
- membership; and
- reporting

Updates on the changes to the Committee's operations in relation to its functions, activities and membership, have been the subject of previous reports to the Committee. In addition, a separate item on the Agenda for this Meeting of the Committee, provides the opportunity for the Committee to approve the 2025 Committee Meeting dates and Work Plan to support the Committee to meet the expanded legislative functions and activities.

A copy of the updated *Audit & Risk Committee Terms of Reference* is contained in **Attachment A**.

RELEVANT STRATEGIC DIRECTIONS & POLICIES

Not Applicable.

FINANCIAL AND BUDGET IMPLICATIONS

Not Applicable.

EXTERNAL ECONOMIC IMPLICATIONS

Not Applicable.

SOCIAL ISSUES

Not Applicable.

CULTURAL ISSUES

Not Applicable.

ENVIRONMENTAL ISSUES

Not Applicable.

RESOURCE ISSUES

Not Applicable.

RISK MANAGEMENT

Supporting the Audit & Risk Committee in meeting its legislated purpose, functions and activities, will provide the required independent assurance and advice to the Council.

CONSULTATION

- **Committee Members**
Elected Members will consider the adoption of the *Audit & Risk Committee Terms of Reference* and Committee membership at the Council Meeting to be held on 2 December 2024.
- **Community**
Meetings of the Audit & Risk Committee are open to the public to attend in accordance with the Act. The Committee Meeting documents and Terms of Reference are publicly available on the Council's website.
- **Staff**
The preparation of the *Audit & Risk Committee Term of Reference* has been informed by collaboration between staff from the Council's Governance, Finance and other relevant departments.
- **Other Agencies**
Not Applicable.

DISCUSSION

Terms of Reference

The updated *Audit & Risk Committee Terms of Reference* reflect the expanded legislated functions for the Committee, changed membership and reporting requirements. Given the nature of the changes and associated format updates to the Terms of Reference a new document has been prepared rather than relying on track changes to show the changes.

Membership

Importantly, following the amendments to the Act that commenced on 30 November 2023, the membership requirements for Audit & Risk Committees has changed. In accordance with Section 126(2) of the Act, the majority of Members of the Committee must be Independent from the Council and the membership of the Committee (when taken as a whole), must have skills, knowledge and experience relevant to the functions of the Committee, which includes financial management, risk management and governance.

These changes have consequent implications on the Council's Audit & Risk Committee. Notwithstanding this, Regulation 14(a) of the *Local Government (Transitional Provisions) Regulations 2021* (the Transitional Regulations), provides that a Member of a Council's Audit & Risk Committee holding office immediately before the commencement of the changes to Section 126(2) of the Act, can continue to hold office for the remainder of their term of appointment to the Committee.

While the current membership of the Audit & Risk Committee does not have a majority of Independent Members, it is intended that the legislative membership requirements will be in place at the conclusion of the current term of the Independent Members (ie. by 31 March 2025). This is in accordance with and satisfies the Transitional Regulations.

There has been no change to the total number of Members the Committee may have. In accordance with Regulation 17(1) of the *Local Government (Financial Management) Regulations 2011*, the Committee must have between three (3) and five (5) members (inclusive). With the changes to the Act that commenced on 30 November 2023, the requirement to have a majority of Independent Members on the Committee was added to the Act and reference to the previously required at least one (1) Independent Member was removed from the *Local Government (Financial Management) Regulations 2011*. Therefore, this means that the Committee can no longer operate with three (3) Elected Members.

It is proposed that at the Council Meeting to be held on 2 December 2024, the Council will consider both the adoption of the updated *Audit & Risk Committee Terms of Reference* and the membership of the Committee to meet the legislative requirements.

OPTIONS

The Committee can choose not to endorse the Terms of Reference however this is not recommended. The updated Terms of Reference meet the legislative requirements, provide important guidance to the structure and conduct of the Meetings of the Committee and support the effective operation of the Committee.

CONCLUSION

This report is intended to keep the Committee informed of the progress in implementing legislative change which has had a significant impact on the Audit & Risk Committee. The updated draft *Audit & Risk Committee Terms of Reference* reflect these changes and are therefore recommended for endorsement.

COMMENTS

Nil

RECOMMENDATION

That the draft *Audit and Risk Terms of Reference* as contained in Attachment A are endorsed for the Council's consideration and adoption.

Cr Piggott moved:

That the draft Audit and Risk Terms of Reference as contained in Attachment A and as amended to include the Presiding Member to be an Independent Member, is endorsed for the Council's consideration and adoption.

Seconded by Ms Sandra Di Blasio and carried.

6.8 AUDIT & RISK COMMITTEE 2025 WORK PLAN, MEETINGS AND REPORTING

REPORT AUTHOR: Manager Governance
GENERAL MANAGER: General Manager, Governance & Civic Affairs
CONTACT NUMBER: 8366 4593
FILE REFERENCE: qA162025
ATTACHMENTS: A

PURPOSE OF REPORT

The purpose of this report is to seek the Audit & Risk Committee's (the Committee), approval of the proposed 2025 Schedule of Meetings and the draft *2025 Audit & Risk Committee Work Plan*. In addition, this report provides an update on how the activities of the Committee will be reported to the Council following each Committee Meeting.

BACKGROUND

The *Statutes Amendment (Local Government Review) Act 2021* (Reform Act) contains the most significant reform to Local Government since the Local Government Act commenced in 1999.

Several amendments to the *Local Government Act 1999* (the Act) and Regulations which were contained within the Reform Act, and which impact the accountability and governance framework within which Councils operate, commenced on 30 November 2023. A significant number of the amendments focus on the function and activities of Council Audit & Risk Committees with these changes supporting the legislated purpose of Audit & Risk Committees, as prescribed in Section 126(1a) of the Act, which is to provide independent assurance and advice to the Council on accounting, financial management, internal controls, risk management and governance matters.

The changes to the legislative provisions applicable to the Committee primarily relate to the following:

- function and activities;
- membership; and
- reporting.

The proposed 2025 Schedule of Meetings meet the requirements of Section 126(5) of the Act, which requires that the Committee must meet at least once in every quarter.

To support the Committee to achieve its expanded function and activities the *2025 Audit & Risk Committee Work Plan* (the Work Plan) has been prepared and is contained in **Attachment A**.

A separate item on the Agenda for this Meeting of the Committee provides updated Terms of Reference for the Committee which reflect the changes to the legislative requirements and expanded functions of the Committee.

RELEVANT STRATEGIC DIRECTIONS & POLICIES

Not Applicable.

FINANCIAL AND BUDGET IMPLICATIONS

Not Applicable.

EXTERNAL ECONOMIC IMPLICATIONS

Not Applicable.

SOCIAL ISSUES

Not Applicable.

CULTURAL ISSUES

Not Applicable.

ENVIRONMENTAL ISSUES

Not Applicable.

RESOURCE ISSUES

Not Applicable.

RISK MANAGEMENT

Supporting the Audit & Risk Committee to meet its legislated purpose, functions and activities will provide the required independent assurance and advice to the Council.

CONSULTATION

- **Elected Members**
Elected Members will consider the adoption of the updated Audit & Risk Committee Terms of Reference at the Council Meeting to be held on 2 December 2024. Following the first Meeting of the Committee in 2025, the Council will receive a report following each meeting of the Committee at the subsequent Council Meeting. This is in addition to the Minutes from each meeting of the Committee.
- **Community**
Meetings of the Council's Audit & Risk Committee are open to the public to attend in accordance with the relevant legislative provisions. The Meeting documents and Terms of Reference of the Committee, are publicly available on the Council's website.
- **Staff**
The preparation of the Work Plan is informed by collaboration between staff from the relevant Departments within the Council.
- **Other Agencies**
Not Applicable.

DISCUSSIONMeetings and Work Plan

The Meeting dates for 2025 are based on the mandatory requirement for the Committee to meet at least once in every quarter and support the Council receiving the recommendations from the Committee to inform the consideration of key matters as the primary decision-maker.

It is therefore proposed that the Audit & Risk Committee meet in the third week of the month, on a quarterly basis. Meetings will continue to be held on a Monday evening at 7:00pm in the Mayor's Parlour except when the Council Assessment Panel meeting is convened on the same night in which case the Committee Meeting will be held in Meeting Room 3 of the Norwood Town Hall, unless otherwise advised.

The proposed dates for the 2025 meetings of the Committee are:

- Monday 10 February 2025;
- Monday 14 April 2025;
- Monday 14 July 2025; and
- Monday 13 October 2025.

The *2025 Audit & Risk Committee Work Plan* (the Work Plan) has been prepared on the basis of the proposed quarterly Meetings of the Committee and the updated *Audit & Risk Committee Terms of Reference*, which are also being presented to the Committee in a separate Agenda item at this meeting. The updated Terms of Reference reflect the expanded role and function of the Committee, which in turn has been used to structure the scheduling of items to the Committee meetings over the 2025 calendar year.

The Work Plan can be varied as needed should the timing of matters to be presented to the Council for consideration need to change, or new items are added as resolved by the Council or the Committee (within the overall function of the Committee). Any changes to the Work Plan will be discussed with the Committee as required.

It is envisaged that the Work Plan will be used as the basis for reporting to the Council after each meeting of the Committee (the *Audit & Risk Committee General Report to the Council*) and the Annual Report to the Council on the work of the Committee, both of which are required by Section 126(8) of the Act.

Report to the Council after each meeting of the Committee

Section 126(8)(a) of the Act provides that the Audit & Risk Committee must '*provide a report to the council after each meeting summarising the work of the committee during the period preceding the meeting and the outcomes of the meeting*'.

It is proposed to use the Work Plan to inform the *Audit & Risk Committee General Report to the Council* (the General Report) required by Section 126(8)(a) of the Act. Given the Annual Report of the Committee for the 2023-2024 Financial Year was received by the Council at the Council Meeting held on 2 September 2024, and the updated *Audit & Risk Committee Terms of Reference* have not yet been adopted by the Council, the Minutes of the Committee meeting held on 28 October 2024, will suffice until the General Report process commences from the first meeting of the Committee in 2025.

To implement the requirements of Section 126(8)(a) of the Act effectively and efficiently, it is proposed that the Council's Governance Unit will prepare the *Audit and Risk Committee General Report to the Council* following each meeting of the Committee. The Committee's Work Plan and the discussions, resolutions and proceedings of the Committee Meeting will inform the preparation of the report. This report will briefly summarise the matters considered by the Committee.

While the Minutes of the Audit & Risk Committee Meetings have always been presented to the Council following each meeting of the Committee, the General Report is an additional requirement and provides a summary of the activities of the Committee rather than just the resolutions that are made by the Committee. The Minutes of the respective Committee Meeting will be attached to the General Report and the Council will note the General Report and receive the Committee Meeting Minutes as attached.

In terms of the Council's decision-making on matters where the Committee has made recommendations to the Council, or where the Council must take into consideration the recommendation of the Committee, these matters will be the subject of separate reports to the Council depending on the nature of the matter. This ensures the functions of the Audit & Risk Committee are clearly separated from the primary decision-making role of the Council.

OPTIONS

The Committee needs to approve the 2025 Meeting dates to ensure the appropriate scheduling of items and meet the legislative quarterly reporting requirement.

While the Committee can choose not to approve the Work Plan it is strongly recommended that the Work Plan as presented be adopted to ensure that the Committee continues to meet its legislative obligations.

The Work Plan and the General Reports will inform the preparation of the *Annual Report of the Audit & Risk Committee*, which will be approved by the Committee prior to being presented to the Council and included in the Council's Annual Report.

CONCLUSION

This report is intended to assist the Committee meet its legislative functions and reporting obligations, and as such, it is therefore recommended the attached proposed meeting dates for 2025 and the *2025 Audit and Risk Committee Work Plan* are approved for this purpose.

RECOMMENDATION

That the Audit and Risk Committee:

1. Approves the following Meeting dates for 2025:
 - Monday 10 February 2025;
 - Monday 14 April 2025;
 - Monday 14 July 2025; and
 - Monday 13 October 2025.
 2. Approves the *2025 Audit and Risk Committee Work Plan* as contained in Attachment A.
 3. Notes the *Audit & Risk Committee Work Plan* will form the basis of scheduling items for Meetings of the Committee and the required *Audit & Risk Committee General Report to the Council* following each Meeting of the Committee.
-

Cr Clutterham moved:

That the Audit and Risk Committee:

1. Approves the following Meeting dates for 2025:
 - Monday 10 February 2025;
 - Monday 14 April 2025;
 - Monday 14 July 2025; and
 - Monday 13 October 2025.
2. Approves the *2025 Audit and Risk Committee Work Plan* as contained in Attachment A.
3. Notes the *Audit & Risk Committee Work Plan* will form the basis of scheduling items for Meetings of the Committee and the required *Audit & Risk Committee General Report to the Council* following each Meeting of the Committee.

Seconded by Cr Piggott and carried unanimously.

7. CONFIDENTIAL REPORTS
Nil

8. OTHER BUSINESS
Nil

9. NEXT MEETING
To be advised.

10. CLOSURE

There being no further business the Presiding Member declared the meeting closed at 8.18pm.

Mayor Robert Bria
PRESIDING MEMBER

Minutes Confirmed on _____
(date)

13. OTHER BUSINESS
(Of an urgent nature only)

14. CONFIDENTIAL REPORTS

14.1 STAFF RELATED MATTER

RECOMMENDATION 1

That pursuant to Section 90(2) and (3) of the *Local Government Act 1999* the Council orders that the public and the Council staff present, with the exception of the General Manager, Governance & Civic Affairs be excluded from the meeting on the basis that the Council will receive, discuss and consider:

- (a) information the disclosure of which would involve the unreasonable disclosure of information concerning the personal affairs of any person (living or dead).

and the Council is satisfied that, the principle that the meeting should be conducted in a place open to the public, has been outweighed by the need to keep the receipt/discussion/consideration of the information confidential.

RECOMMENDATION 2

Under Section 91(7) and (9) of the *Local Government Act 1999* the Committee orders that the report and discussion be kept confidential for a period not exceeding 12 months, after which time the order will be reviewed.

15. ADOPTION OF COMMITTEE RECOMMENDATIONS

REPORT AUTHOR: General Manager, Governance & Civic Affairs
GENERAL MANAGER: Chief Executive Officer
CONTACT NUMBER: 8366 4549
FILE REFERENCE: Not Applicable
ATTACHMENTS: A

PURPOSE OF REPORT

The purpose of the report is to present to the Council the Minutes of the following Committee Meeting for the Council's consideration and adoption of the recommendations contained within the Minutes:

- Chief Executive Officer's Performance Review Committee – (21 October 2024)
(A copy of the Minutes of the Chief Executive Officer's Performance Review Committee meeting is contained within **Attachment A**)

ADOPTION OF COMMITTEE RECOMMENDATIONS

- **Chief Executive Officer's Performance Review Committee**

That the Minutes of the meeting of the Chief Executive Officer's Performance Review Committee held on 21 October 2024, be received and that the resolutions set out therein as recommendations to the Council are adopted as decisions of the Council.

Attachment A

Adoption of Committee Recommendations

Chief Executive Officer's Performance Review Committee



Chief Executive Officer's Performance Review Committee Minutes

21 October 2024

Our Vision

*A City which values its heritage, cultural diversity,
sense of place and natural environment.*

*A progressive City which is prosperous, sustainable
and socially cohesive, with a strong community spirit.*

City of Norwood Payneham & St Peters
175 The Parade, Norwood SA 5067

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Website www.npsp.sa.gov.au
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City of
Norwood
Payneham
& St Peters

Page No.

- 1. CONFIRMATION OF MINUTES OF THE CHIEF EXECUTIVE OFFICER'S PERFORMANCE REVIEW COMMITTEE MEETING HELD ON 9 SEPTEMBER 20241
- 2. PRESIDING MEMBER'S COMMUNICATION1
- 3. CONFIDENTIAL REPORTS1
 - 3.1 STAFF RELATED MATTER2
- 4. OTHER BUSINESS3
- 5. CLOSURE.....3

VENUE Mayor's Office (Ground Floor), 175 The Parade, Norwood

HOUR 6.00pm

PRESENT

Committee Members Mayor Robert Bria (Presiding Member)
Cr Kevin Duke
Cr Garry Knoblauch
Cr John Callisto

Staff Lisa Mara (General Manager, Governance & Civic Affairs)
Mr Richard Altman (Independent Human Resource Specialist)

APOLOGIES Nil

ABSENT Nil

TERMS OF REFERENCE:

The Committee is established for the purposes of facilitating the review of the Chief Executive Officer's performance as required and in accordance with the Chief Executive Officer's Contract of Employment.

1. CONFIRMATION OF MINUTES OF THE CHIEF EXECUTIVE OFFICER'S PERFORMANCE REVIEW COMMITTEE MEETING HELD ON 9 SEPTEMBER 2024

Cr Knoblauch moved that the Minutes of the Chief Executive Officer's Performance Review Committee meeting held on 9 September 2024 be taken as read and confirmed. Seconded by Cr Duke and carried.

2. PRESIDING MEMBER'S COMMUNICATION
Nil

3. CONFIDENTIAL REPORTS

3.1 STAFF RELATED MATTER

RECOMMENDATION 1

That pursuant to Section 90(2) and (3) of the *Local Government Act 1999* the Committee orders that the public and the Council staff present, with the exception of the General Manager, Governance & Civic Affairs, be excluded from the meeting on the basis that the Council will receive, discuss and consider:

- (a) information the disclosure of which would involve the unreasonable disclosure of information concerning the personal affairs of any person (living or dead).

and the Council is satisfied that, the principle that the meeting should be conducted in a place open to the public, has been outweighed by the need to keep the receipt/discussion/consideration of the information confidential.

RECOMMENDATION 2

Under Section 91(7) and (9) of the *Local Government Act 1999* the Committee orders that the report, discussion and minutes be kept confidential for a period not exceeding 12 months, after which time the order will be reviewed.

Cr Callisto moved:

That pursuant to Section 90(2) and (3) of the Local Government Act 1999 the Committee orders that the public and the Council staff present, with the exception of the General Manager, Governance & Civic Affairs, be excluded from the meeting on the basis that the Council will receive, discuss and consider:

- (a) information the disclosure of which would involve the unreasonable disclosure of information concerning the personal affairs of any person (living or dead).*

and the Council is satisfied that, the principle that the meeting should be conducted in a place open to the public, has been outweighed by the need to keep the receipt/discussion/consideration of the information confidential.

Seconded by Cr Knoblauch and carried unanimously.

Cr Callisto moved:

Under Section 91(7) and (9) of the Local Government Act 1999 the Committee orders that the report, discussion and minutes be kept confidential for a period not exceeding 12 months, after which time the order will be reviewed.

Seconded by Cr Duke and carried unanimously.

4. **OTHER BUSINESS**
Nil

5. **CLOSURE**

There being no further business the Presiding Member declared the meeting closed at 6.40pm.

Mayor Robert Bria
PRESIDING MEMBER

Minutes Confirmed on _____
(date)

16. CLOSURE